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CONTENT PROPOSALS THROUGH STORYTELLING IN SOCIAL MEDIA CHANNELS

Case: BIG BERRY Kolpa in Slovenia

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<p>Abstract</p> <p>The phrase “<i>Content is king</i>” became well-known and relevant for a reason. Nowadays, companies more and more pay attention to content and the way they narrate the story. They consider that it is the driving factor to succeed in advertising, marketing, sales, branding etc. With the help of content, organizations attract consumers, convert them to leads, and then acquire new customers. Travelling organizations are not an exception, and the BIG BERRY company, a commissioning party, is a good example. BIG BERRY is a luxury landscape resort which provides accommodation with a hot hub in natural surroundings. To make people buy this service, marketers have to engage and inspire potential customers through the content.</p> <p>The objectives of this thesis were to focus and prioritize the most effective social media channels, describe and assess the story behind these channels and suggest improvements for the future development. Each objective correlated directly to the appropriate research question. The research topic was proposed to the case company by the authors.</p> <p>In order to meet the research objectives and answer the research questions, both the quantitative and qualitative methods were used. Concerning the qualitative method, four semi-structured interviews were conducted. One was done with the company’s project coordinator and three with the employees (interns). In addition, the review of the electronic sources and benchmarking approach were chosen. Regarding the quantitative method, a questionnaire was created and distributed among the social networking channels to collect the primary data, reach the audience, and compile needed information.</p> <p>On the basis of all the received and analyzed data, the pertinent inferences and results were drawn and used for the final conclusions. To sum up the work, improvements for content of the most successful social media channels were proposed. Moreover, recommendations and development suggestions for the commissioning party were outlined in the end of this paper. The main merit and significant contribution of this paper is a PDF book created by the authors for the commissioning company called “<i>Tactical plan: a guideline for successful content marketing campaign</i>”.</p>		
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CONTENTS

1	INTRODUCTION	1
2	CONTENT MARKETING	3
2.1	Defining content marketing	3
2.2	Types of content	6
2.3	Content management process.....	9
3	STORYTELLING	16
3.1	Defining storytelling	17
3.2	Creating a brand story	21
3.3	Visual storytelling.....	24
4	SOCIAL MEDIA MARKETING	28
4.1	Defining social media marketing	28
4.1.1	Search engine optimization.....	30
4.2	Social media channels.....	33
5	INTRODUCTION OF THE COMMISSIONING COMPANY	38
6	RESEARCH METHODS	39
6.1	Research questions and objectives	40
6.1.1	Research methods.....	41
6.2	Data collection	44
6.2.1	Semi-structured interviews.....	44
6.2.2	Benchmarking.....	47
6.2.3	Secondary data.....	48
6.2.4	Questionnaire	49
6.3	Analyzing data	51
7	RESEARCH RESULTS	52
7.1	Primary data	52

7.1.1	Semi-structured-interviews	52
7.1.2	Benchmarking.....	58
7.1.3	Questionnaire	60
7.2	Secondary data.....	63
8	CONCLUSION.....	67
8.1	Responses to the research questions.....	67
8.2	Limitations of the research.....	76
8.3	Quality of the research.....	78
8.4	Suggestions for the future research.....	79
	REFERENCES	80
	APPENDICES	

1 INTRODUCTION

In the modern world companies pay a lot of attention to the content produced, the story narrated, and put it on the first place of their business strategies, especially companies associated with travelling service. It is important to understand the way customers think, and this is a driving factor to succeed in different advertising, marketing, sales, branding etc. With the help of content, organizations attract consumers, convert them to leads, and then acquire new customers. Customers are now more demanding, authorized, and savvier than ever. So first and foremost, businesses have to make the most of the effort to engage and inspire potential customers in order to build trust, strong relationships, and achieve better results between these two parties. It is obvious that in today's world content is a powerful tool, the heart of a business strategy and prosperity, and a commercial success depends directly on the content and the way companies present it.

The commissioning party of the bachelor's thesis is a company called BIG BERRY. Presently, it operates in Slovenia, Romania, and Austria. By 2030, it plans to have 300 destinations worldwide. The main office is located in Slovenia, where the original idea of the business was invented. BIG BERRY Team includes about 25 individuals of different nationalities from all over the world. The company offers unique mobile homes for travellers which combine the highest standards of modern design and comfortability in harmony with nature, under the "Luxury of Freedom" slogan. The summer 2017 was the first year when the company promoted its service to consumers. This paper is written in order to help the case company understand the importance of content production, the story presented behind the business and in the social media.

This thesis has three objectives which are to: (1) *focus and prioritize the most effective social media networks*, (2) *describe and assess the story behind these social media channels*, and (3) *suggest improvements for future development*. To fulfill these objectives, the following research questions which were developed with direct correlation to the objectives should be answered:

RQ1: “What are the most effective social media channels the company has currently established and needs to focus on?”

RQ2: “What is the story that the BIG BERRY lifestyle resort in Slovenia should be delivering in the social media channels?”

RQ3: “What kind of content should the company produce and deliver to attract the target audience?”

As an outcome of the thesis, the aim is to provide development proposals how the existing content can be ameliorated to engage customers, what story has to be proposed, and make the most effective channels even more successful and attractive. At this point, it was important to find out the most demanding channels and the weaknesses in the existing content. In addition, the most significant contribution of this work is a creation of a PDF book for the commissioning party called *“Tactical plan: a guideline for successful content marketing campaign”*. The link can be found in *References part*.

The paper is divided into eight sections. The first section gives a summary of the whole thesis including the background information of the work importance and research objectives and questions at the same time. The theoretical framework is examined in the sections two, three and four. To be more precise, the second part deals with content, its marketing, types, and management process. Regarding the third section, it is dedicated to the storytelling, its characteristics, importance, creation process, and special attention is paid to the visual storytelling and its principles. The last theoretical part is about the social media marketing, search engine optimization, and social media channels. All these sections comprise the profound understanding of the subjects. All information is applied for further research. The first section of the practical part introduces the background information of the commissioning party. In the next part the qualitative and quantitative methods are presented and described in detail. Each chosen collection method is used in order to reach the research objectives ultimately. As soon as the methods are depicted, the seventh section reflects the research results obtained through primary (semi-structured interviews, benchmarking, and questionnaire) and secondary (review of electronic sources)

data. Furthermore, conclusions are drawn in the eighth section in which suggestions to the case company regarding to channels' improvements along with ideas for future research.

2 CONTENT MARKETING

In terms of this paper, first and foremost, the authors decided to explain the content marketing concept, its purposes and why it is in demand in the modern world. Besides this, the different types of content and stages of the content management process are covered in this chapter.

2.1 Defining content marketing

Content marketing is a way of promoting a product/service through different videos, pictures, infographics, blog posts etc. By searching online, people find the most attractive content which meets their requirements and needs. If a person found a post with interesting content, he might read other posts by this author and get more involved with the content that a company offers. Content marketing makes audience go to a specific location the creator needed, thereby helping him in achieving the set aims. (Zimmerman & Ng 2015, 229-230.)

Content marketing is a strategy applied to linking with customers. Besides promoting the service or product, it helps in driving company sales and transformation. The selling purpose should not be very clear; the passion about the service/product has to be shown. In content marketing it is important to inform people, educate them, and find solutions to problems through products or services. (Dodson 2016, 37-38.) In 2016, around 90 percent of organizations (in the United States) put an emphasis to the content marketing, and even more companies planned to do so in 2017. (Carranza 2017.)

It is not a secret that content marketing is widely used nowadays. According to Kingsnorth (2016,238), there are two main driving factors of the content marketings raise: (1) *changing consumer behavior*, and (2) *Google*. Talking about

the *buying cycle*, its steps have not changed neither in pre-2000 nor in post-2000. As it started from awareness, researching the product/service, examining peer reviews, and ending with the final decision, since then only the way how it is done has changed. Certainly, the use of the Internet has dramatically effected consumer behavior. Big brands found out that most buyers were using the Internet to purchase services/products. The differences between the behavior at main stages before and after the influence of the Internet are seen in *Table 1*. Thanks to this shift in behavior, retailers and brands scramble to provide consumers with the best content in the right place. (Kingsnorth 2016, 238-239.)

Table 1. Buying cycle (adapted from Kingsnorth 2016, 238)

Steps in the Buying Cycle	Pre-2000	Post-2000
Awareness	In-store, TV/radio commercials	The multitude of additional advertising formats online from pre-rolls to advertorials
Research the product/service	Magazines, brokers	Manufacturer sites, retailers' sites, blogs, YouTube videos, comparisons sites
Peer reviews	Word of mouth (small network)	Numerous online review sites and systems (wide network)
Final decision	Done in isolation or with one or two trusted peers/family members	

Discussion about the importance of content in the search engine optimization (SEO) appeared since the beginning of Google. The question on the relationship between Google and the quality of content arose. Nowadays, content factors are very essential when ranking sites, and Google places a great reliance on these factors. Social shares, format, quality, relevance, bounce rates, time on page, and context have become substantial factors. In October 2014, there was a correlation of 97 per cent between a grown “time on site” and ranking positions at Google. Moreover, a bounce rate has a similar correlation: the lowest bounce rate engages the strongest ratings. These two correlations signalize that the

content is more notable for Google than for the other ranking factors. (Kingsnorth 2016, 239-241.)

Content marketing purposes

Content marketing is very significant in business and travel business is not an exception. It helps organizations to be recognizable and demanded, and fulfills multiple goals for companies. The most beneficial ones are:

- ✓ **Having a voice.** Usually content marketing provides users with the positive side of a brand. It can also contain information about the competitors, future plans, customers' feedbacks.
- ✓ **Establishing expertise.** Experts at their fields are serious players. People trust those who are transparent and intelligent. Content helps in sharing this competence.
- ✓ **Brand visibility.** The more a company posts its content, the more frequently the society sees it.
- ✓ **Growing global.** It is never worth dwelling on local connections. People use the Internet all over the world. So, it is a great chance to enter the global market.
- ✓ **Inexpensiveness.** Writing and sharing content does not require much money (posts cost nothing, videos are costly). It is enough to have a small team of excellent marketers and create content in-house.
- ✓ **Informed decisions.** The more information on a product customers have, the more likely they will come to purchasing decisions. Due to detailed content, it is easier to compare services or products from different sellers and buy with confidence.

If content contains good, valuable, and enlightening information, people will consume it with delight. Such reactions will guarantee success and potential growth. (Zimmerman & Ng 2015, 232.)

2.2 Types of content

There exist a lot of different kinds of content that companies can employ in their marketing. In this subchapter the most popular ones and the ones relevant for the further research will be reviewed.

Images

Photo looks like an empty canvas for the photographer on which he imprints various live moments, experiences, and valuables. Images inspire, marvel, gratify, and motivate people. On average, around 500 million pictures are shared via social media every day. People will always take photos and send them to others. There is even a saying “*Pics or it didn’t happen.*” In other words, a person should take a picture of the happening as an evidence; otherwise people will not believe him. (Walter & Gioglio 2014, 24-25.)

Memes

Memes are notions and thoughts that serve as meaningful messages. Memes combine both images or videos and funny jokes or phrases. The word *meme* comes from the Greek syllable “mimeme,” meaning “an imitative thing.” The first person to make memes was an English photographer Harry Frees. In the 1870s, he took photos of his cats, put them on cards and wrote humorous texts under the snapshots. Today memes are in great request and are spreading at an alarming rate. There are different kinds of memes, from animals and to well-known personalities. (Walter & Gioglio 2014, 28.)

Videos

Videos are a compelling way to stand out from the crowd, and companies use its power. Videos can be funny or sad, heartwarming or cruel; they show and draw attention, inspire, motivate, and educate the audience. When shooting a video, the company has thoroughly to think about the idea of the play produced. To establish the deeper connection with the customers, the company has to

elaborate the valuable content the community waits for. Video makers should not forget about the strategy behind the video; attention must to be paid to the video message and length, company's and consumers' interests, and content distribution. (Walter & Gioglio 2014, 34-35.)

Infographics

Infographics are a combination of data and images, to craft a tale. With the help of infographics, companies represent the information visually emphasizing the most important things in easily accessible and understandable way. These types of content can strengthen tough leadership, bring up a target audience, and improve search engine rankings. Infographics can be developed around diverse topics; mainly they concentrate on sharing skilled data (e.g. tips, top lists, how-to steps). (Walter & Gioglio 2014, 34.)

Blog posts/Articles

Blog posts are usually updated regularly. Sometimes articles can include photos and videos, not only bare text. Nowadays, there a lot of bloggers who like to write and discuss in their posts about brands, products, services they used and how they liked or disliked them. There is also a possibility for other users to comment on articles, thereby sharing their own thoughts and points of view. (Powell et al. 2009, 180.)

Stories of the day

This is an interesting type of stories, because they disappear after 24 hours and no one will ever see them again. Stories of the day can be both presented as a shot video or a photo. There is no limit in amount of posts in stories. Snapchat is a platform that was created only for such stories. Nowadays, Instagram and Facebook have adopted this feature. According to the company records, over 250 million users use Instagram Stories daily. (Bradford 2017.)

Quotes

Quotes are words spoken by an individual one day, but then used by another person in his speech. Usually, this type of content is applied to make a point, highlight or prove an important thought. Quotes of famous people are especially widely-used. (Briesies 2015.)

Livestreams

This is one of the newest types of content. The idea of livestreams is to make live video with the audience. The main livestream apps through which live events can be brought are Meerkat and Periscope; Instagram and YouTube also offer the opportunity for online videos. (Ellering 2015.)

Rules of engagement

Kingsnorth suggests four rules to engage an audience, when choosing the content types to be used: (1) target audience, (2) buying cycle, (3) thinking plural, and (4) not taking the easy street. Considering a target audience, it is important to determine the subset of overall audience for the specific content. Of course, everything depends on the product and the brand, but it is not exactly like that. For example, to older people things such as white papers and testimonials make sense, and a seller has to provide the potential customers with them. At the buying cycle consumers have to be provided with the needed information, depending on the stage. For instance, at the “decision stage” white papers/reports and detailed information on the product are worthwhile, at “consideration stage” testimonials and case studies are the best choice. There is no law that the amount of content types must be limited. It is better if different content marketing pillars will be used to tick a great content idea. Posting content on the website is the easiest way and, as analysis shows, the least effective type of content is published there. Only a proportion of the target audience will visit the website, so another way of publishing content has to be used besides the main one. (Kingsnorth 2016, 236.)

2.3 Content management process

There are a lot of different sources talking about the content management process phases. To make a whole and logical picture of the process, it was decided to choose the most frequently encountered ones and combine the information. In this subchapter all stages of content management process will be explored in details. All in all, there are seven stages of content management process. To create qualitative content, all these stages should be covered.

Planning

The first step in the content management process is about idea thinking and its *Planning*. When it is time to write, the author must come up with a message or a thought he wants to inform. For this, the research about what is actual for this period, what people absorb and like to read, must be done. Of course, the content has to fit to the company's mission and vision, what values will it bring to business. To start with, the canvas for creating has to be selected. Also, the issues about financial parts and timescale should be negotiated. The planning phase is key and determinative for further work. (Jefferson & Tanton 2015, 249.)

The best way to organize the planning stage is to hold content planning meetings on which editorial questions will be arisen. This is a great strategic approach to maintain team spirit, generate ideas, and make decisions. Goals of such appointments are to make an overview of the past publications, take a look at trends, brainstorm new ideas, and compose a new content plan. Regular meetings guarantee the production of more qualitative content. It is recommended to gather together once per month, or bi-monthly; approximate time for running a meeting is one hour. (Jefferson & Tanton 2015, 256-257.)

Planning is also about people involved in it. Unfortunately, many organizations contend and misunderstand content marketing, because they have misconception on who should have the responsibility for content marketing in company. When working on content marketing, it is important to understand that

not only a couple of copywriters and creatives are responsible for it, but it should touch every department. Analysts and strategists are needed for better understanding of the market, branding teams for comprehending the customer psyche, marketers for creating the concept, copywriters for making the content, search marketers for finding out the effect on SEO, PR for determining opportunities of earned media and IT for being convinced that it all collaborates. Content marketing only runs when the walls between crews are removed. It allows people to cooperate freely and work having only one customer-centric purpose. The Chief Marketing Officer (CMO), or even the Chief Executive Officer (CEO), is responsible for introduction of the content marketing culture in a brand. (Kingsnorth 2016, 241-242.)

Target audience

Brand marketers have to grasp that people do not care about companies' products, services, history or even their existence, they worry only about themselves. They even do not hanker branded content; the only content that solves a problem or satisfies a need, obtains recognition and is valuable, relevant. Of course, a deep understanding of the audience, their faced challenges, and interaction with brands online are required. There are three questions which will help to overcome this issue. (Kingsnorth 2016, 247.)

First of all, the question about the audience's problem has to be arisen. It is not a secret that a product or a service should solve one of the problems. If it does not occur, it is hard to produce content that will attract people's attention. May be the audience has something that should be addressed, or merely want to be amused or change something. Then investigations about the digital activity of the public have to be made. Evidently, people of different ages use different places to find information. Youngsters are more active on mobile devices and social networks, whereas elder prefer mainstream media websites or blogs, for reading digital content by means of desktop computers. Consideration should be paid at the place of people's digital activity, who is an influencer for them at the internet and where they prefer to absorb content. Finally, the question about the way the

audience chooses to be contacted by, has to be examined. Being aware of the location of the audience is not enough; the way through which the communication will be supported is another important thing. It is not a secret that each customer has his own preferences for way and format of communication. For example, this can be long- or short-form written document, video content or even infographics. (Kingsnorth 2016, 247-248.)

Story

It is important to show a story of a business's existence; not only what and how it does, but what its aims are. Simon Sinek said: *"people don't buy what you do; they buy why you do it."* In one TED Talk conference Sinek introduced his theory of a *"Golden Circle"* (see Figure 1), which is one of the most sought-after and famous talks. He explains the use of the words WHAT, HOW and WHY in organizations. Every company knows WHAT it does; it is the company's production. Some organizations are aware of HOW they do their business; these are the stuff that differ them from the competitors. And only a few businesses are familiar with their WHY doing; this is about the company's goal, reason, trust, not about the financial side. A clear WHY helps a company to build trust. Stories are the way the WHY can be explained as needed, especially in the modern digital world. (Sinek 2017.)

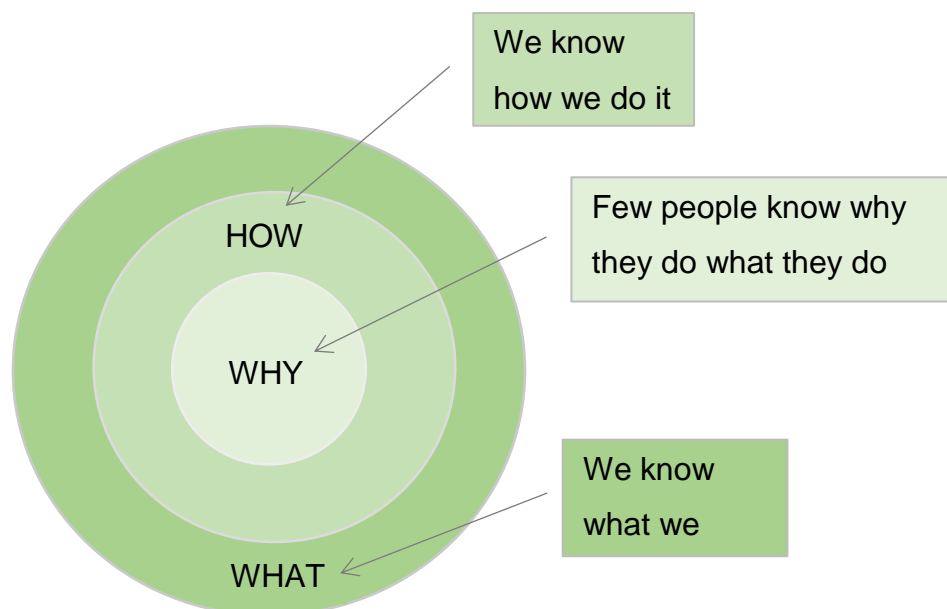


Figure 1. Golden Circle (adapted from Sinek 2017)

Content is the main vehicle that narrates the story which is behind the organization. Clear stories help to understand the message quickly. A compelling and right message underpins the content purpose and stands the company out. It is also a key part in building trust with customers and winning more. The reliable and inspiring goal signifies for the audience. Marketers always have to bring back to the story. It means that the story should be reminded regularly to people, because contains the organization's purpose in it. A story must inspire. Just a small message has to make an emotional impact on people and nail a connection. This is the vision of the story. A good business story must be customer-centric with a memorable, brave, and bold idea, it should not look like a sales pitch, but as a straightforward promise. First of all, a story has to be easily understandable for the business workers. They have to be confident in it to share it with others. (Jefferson & Tanton 2015, 172-174.)

Distribution

Creating content is not as easy as it seems, but when it is done it has to be distributed. About 30-50 per cent of budgeted time is dedicated to this stage. Traction is a key in bringing content into a market which will help to become successful. There are three channels with which help it can be achieved: (1) *earned*, (2) *owned*, and (3) *paid* (see Figure 2). (Kingsnorth 2016, 250.)

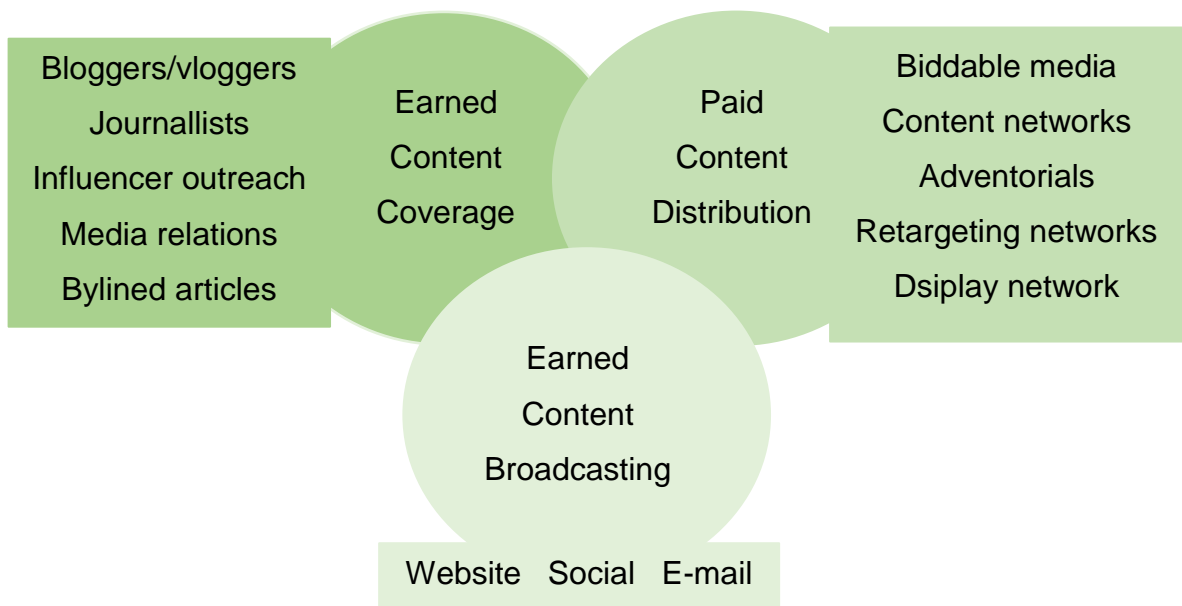


Figure 2. Three channels: owned, earned and paid (adopted from Kingsnorth 2016, 250)

The term *owned* stands for any asset that an organization possesses, manages, and utilizes to obtain prospective leads. The most popular samples are dot-com websites, e-mails to followers, and blogs. (Hemann & Burbary 2013, 2.). Besides the above-mentioned samples, consideration must be given to the social channels and how to leverage the created content there. Speaking about e-mail database, organizations need to understand that content message for potential and existing customers should be different. (Kingsnorth 2016, 250.) In owned media, clicks play an essential role in collecting and analyzing the data. This type proposes the analysis of competitors' activities, information from the customer or feedback, site optimization, and analytics. (Hemann & Burbary 2013, 6.)

According to Hemann & Burbary (2013, 3), some people say that *earned* media is a new type of media; others suppose that this is simply a new definition for *free media*. Kingsnorth (2016, 251) wrote that earned are the channels gained by affording value to a person. It demands an effort to sell the content to bloggers, journalists, and site owners. Usually brands ask for help from in-house specialists with the right contacts and tools to get in touch with the needed people.

Paid channels characteristically imply some media forms or partnerships. Paid channels are most overlooked from all three channels. Besides their high efficiency for e-commerce in driving traffic, they also help in gaining popularity for the content. (Kingsnorth 2016, 251.) Paid media has well-established techniques of targeting, dimension, and society segmentation. In addition, it has projects with real-time measurement possibilities which allow modifying course if required. Like no other types, paid search works with data to recognize the user's identity, his behavioral insights and intentions. As in owned media, here clicks are also essential. (Hemann & Burbary 2013, 3.)

Paid media is also called as *display* or *banner advertising*. (Hemann & Burbary 2013, 3-4.) The goal of banner ads is driving online traffic. Banners come not only in pictures, but in videos with sounds as well. Today banners gradually turned into a rich media performance. Usually companies sell the products with the help of displays. Unfortunately for businesses, people frequently ignore this kind of

conversation, so the campaigns often cheat people to force them to click. (Powell et al. 2009, 178-179.)

Publication process

How often the content must be published in the social media channels? This question is raised by many marketers. A lot of studies on this topic were made. Of course, mainly posting time and amount of articles depend on the channel. For example, on Facebook businesses ideally have to post once per day and maximum 10 posts a week, in order to not make readers feel spammed. The best posting time is from 1-4 p.m. Concerning Twitter, the recommended amount of tweets is 15 per day. Postings should be done during a 15 hour period (one post per hour) from 2 a.m. till 10 p.m. Lastly, talking about Instagram, it is enough to post 1-2 pictures per day. The best time is from 8-9 a.m. and 2 a.m. Jay Baer said: *“the best social media publishing frequency is when it’s worthwhile.”* It means that each channel needs its own approach and only then it will bring value. In addition, to make the publication process easier, there are certain social media schedule sites. More information about the publication time of these three channels can be found in *Appendix 1*. (Ellering 2017.)

For example, there is a peculiar social media platform called Buffer, that assists in driving social media results. The purpose of this site is to save time for posting process. Buffer publishes created posts to other accounts automatically according to the put schedule. This dashboard can be connected only to the following channels: Twitter, Facebook, Google+, LinkedIn, Instagram, and Pinterest. Unfortunately, Buffer is not available for free, it costs money. There is an opportunity to utilize it for free, if an individual use is chosen, but it will be the most simplest version and there will be some limitations on features. For the new users there is also an opportunity to try a demo version free for 14 days. (Buffer’s website 2017.)

Conversation

Content helps readers and community to have a contact with the brand entity through the online channels. One way of showing the interest is leaving the comments under the post. To have a full conversation, it should not be one-sided participation, but two-sided. For this, workers have to reply to the customers questions, problems, positive or negative comments, take everything written into account and improve on those bad sides, which require changes in the opinion of the customers. There is also another type of conversation between existing and potential customers. If a reader likes an read article, a watched video or a seen picture, most likely that this person will share the post with his followers. Thanks to these shares, many potential customers are becoming existing customers, because of their interest in the brand grows; they consume it, participate in talks and also become new promoters. (Zimmerman & Ng 2015, 230-231.)

Zimmerman and Ng (2015, 230) stated that conversation is very important because companies must listen to users' opinions. Hughes and Reynolds (2016, 48-50) also are convinced that conversation is directly related to listening. If firms do not hear customers, they will never have a good conversation. None of the "footprints" left on the social networks by an individual should be ignored. Each comment, like or share brings the seller closer to the clients' territory because this is a place where a salesman wants to get, and it is impirtant to demonstrate this interest.

Measurement

When content is planned, the story is written and distributed among the target audience, it is time to assess the work done. It is always difficult to foresee the success of the published content, the visitors' interest. Nowadays, there are many metrics that can help in this issue; and for better analysis, the combination of tools is the best decision. The aim of measurement is to examine how the chosen strategy works, which stage of the process could be weak or performed in a wrong way, and which changes can be made for the future development and to

refine the content management process. Such researches help to be more valuable for the readers, raise sales and save time. (Jefferson & Tanton 2016, 189-193.)

As far as different contents have their own objectives and guises, there are several *value measurement* approaches/tools which can be identified. There are three the most popular metrics that help to measure it: (1) *reach and volume*, (2) *consumption and engagement*, and (3) *value and acquisition*. *Reach and volume* metrics investigate touchpoints with the public and the amount of channel-driven/campaign purposes (e.g. content social mentions, number of followers, backlinks to the site). *Consumption and engagement* metrics are responsible for the quality of user reciprocity and debate and the content consumption (e.g. retweets, shares, amount of pages viewed and bounce rates visited). *Value and acquisition* metrics examine the traffic collection and measure the revenue and the sales range (e.g. amount of leads, sales, revenues, cost per action/lead/sale). These metrics or their combination will help with the analysis to ascertain the working and the non-working content. (Kingsnorth 2016, 252-253.)

As strange as it sounds, companies should be ready to celebrate their failure. It does not mean that, for example, if 100 portions of content are produced and each of them fails, organizations must be happy, but they have to understand that something is wrong. Nothing works for 100 percentages. Each setback has to be analyzed to understand why did it happen and how to avoid a such mistake in the future. The elements such as an object in the content, the writer, the social channels, the time and date of the publication, the type of content, should be investigated in a *failure measurement*. Analysis of these points will help to refine existing strategy of the content. (Kingsnorth 2016, 253.)

3 STORYTELLING

The following chapter is very substantial for the further research. It mainly deals with the storytelling idea, its characteristics, power, and how the digital world has influenced storytelling. Moreover, one subchapter will present the concepts for

asuccessful pledge of creating a brand story. In addition, the overview of visual storytelling and its principles will be discussed.

3.1 Defining storytelling

Storytelling is an imperious and a magical art. It is believed that the first forms of storytelling occurred already during the Pleistocene period around the campfires. At that time narrators had only a basic idea of the story going to be told but no fixed plot; the story details were based on the audience's reactions. Nowadays, storytelling helps in transferring people toward a spectacular journey in a fictitious world. It can be also used in different services for different purposes (i.e. teaching, training, information conveying). (Miller 2008, 4-5.)

Indeed, storytelling is the most influential way for captivating people, communicating with and keeping them. Stories help companies to show the world that society requires and seeks. This is an excellent method of transferring knowledge. Companies can instill in people their concepts, expertise, and opinions through stories and induce to share them with others. To achieve this, stories must be real, plausible, and motivating. A customer must be confident about a story and trust that it will help him in solving a problem. In means that he will not select the first company and rely on its story. According to this, an organization has to make a person convinced that it is the best option for him by building the credibility through a strong story. A company should guarantee a lower risk of failure, dissatisfaction, and great experiences. Such an approach is the nature of business storytelling. (Albee 2015, 101-103.)

A character and a business problem are the main parts of the plot in storytelling. As far as the buyer is the power man in the buying process, namely a customer should be the hero of the story, not a marketer. Each protagonist has his own purpose which requires solving. To achieve an aim, a customer will strive to overcome all obstacles in his path and win in the end. Not unlike the marketers who aim to write adeptly to increase the interest among people and help them in achieving a victory in their goals. (Albee 2015, 99.) Other important issues in a narrative are the tipping point and the words. Consumers need to see the

difference between the problem identification and its resolution. This moment has to be gripping. For most people it is a decisive key when choosing the product they will buy because they expect to have the same results and feelings as the actors in a story. Furthermore, studies found that the use of buzzwords interferes with the perception of people. Overindulgence of such buzzwords must be minimized. (Albee 2015, 104.)

Characteristics of storytelling

Brown et al. (2015, 167) insist that storytelling is a widely used technique in organizations nowadays. Here is the list of some features why it is so prevalent:

- ✓ **Mirror of an organization.** Stories reflect the objectives of a company and the ways it tries to meet its desired effect.
- ✓ **Powerful and speedy tool.** Purposeful storytelling impresses people quickly and painlessly. All listeners get one holistic idea which they want to successfully bring off.
- ✓ **It is free.** It does not need large investments in equipment, software or experts.
- ✓ **Storytelling skills can be developed.** Each person can acquire these skills of storytelling. Not all people have an aptitude to tell stories, but practice can help become better in this matter.
- ✓ **Natural communication.** Since childhood children listen stories, grow up and learn from them. Stories are the language people communicate with not even thinking about it.
- ✓ **Collaboration.** A storyteller invites the audience to follow him arm-in-arm to the world of story.
- ✓ **Persuasiveness.** It is not a secret that not each word in a story is true, but stories have a convincing effect on listeners and persuade them to believe in and act in the same way as was narrated.
- ✓ **Entertainment effect.** When real people, not lifeless things, are the heroes of the play, it is much more interesting to observe and emphasize the action. Stories enliven to do things that are not always habitual for people.

- ✓ **Feelings.** Definitely, stories influence emotions. The actor outs his heart to the storytelling to awaken emotions in the listener, whether tears or a smile, hate or love, apathy or empathy.
- ✓ **Influence.** Right stories that can touch people are memorable.
- ✓ **Learning effect.** Stories show good and bad sides, so the listener can draw conclusions and make better decisions.
- ✓ **Reconnection.** Writing language cannot connect the speaker with the listener as the storytelling does. In a living perception the author connects with a person deeper.

To sum up, storytelling is a discovery for businesses, an effective way of communicating a message; it really does its work. (Brown et al. 2005, 167-172.)

Stories are fundamental tools of thinking; they are not only campaigns or advertisements, they are an essential part of the culture. Antonia Damasio said: *“Consciousness begins when brains acquire the power, the simple power I must odd, of telling a story without words.”* With the help of storytelling, people remember information better and discover themselves. (Batey 2016, 180.) Researches have showed that storytelling influences brains. Uri Hasson carried out an experiment applying a functional magnetic resonance imaging (fMRI) machine to examine a listener’s brain. The results showed that stories activated some sections of the brain and a listener converts the information obtained into his/her own thoughts and experience. Hasson concluded that storytelling was a superb way to grow ideas in others minds. Another scientist, Paul Zak, ascertained that brains release the stress hormone cortisol at a strenuous point in a narrative, which helps to concentrate on empathy and contact. The right way of storytelling influences on specific parts of the brain and ensures that people will believe that their problems can be solved with the specific product provided by the company. (Albee 2015, 103-104.)

A great storyteller is a power and success for a business. Not every person can tell stories. A lot of people are afraid of doing it, and they immediately keep to themselves, feel uncomfortable, self-conscious, sometimes cold, forget the

information. Finding a right person is very important for a story. An admirable storyteller is a self-confident, open, ready-to-help person, a true hero of a story who expertly handles the audience, explores the new roads for it, and has a conversation with each listener. (Brown et al. 2005, 127-128.)

Digital versus live storytelling

Digital storytelling is a new way of delighting declarative entertainment via media and digital technologies. It has appeared only in mid-twentieth when it was a leap in technology development, and it still grows and develops with the progress in digital media. The uniqueness of digital storytelling is interactivity: there is to, and from communication process between the material published and the audience. (Miller 2008,4.)

Of course, digital storytelling has a lot of similarities with the traditional form, but there are strong and unique characteristics which differ digital storytelling from the traditional one. The important differences can be found in the *Table 2*. (Miller 2008,17.)

Table 2. Digital and traditional storytelling differences (adapted from Miller 2008, 19)

Traditional Stories	Works of Digital Storytelling
Are pre-constructed; story elements cannot be changed	Are malleable; they are not fixed in advance
Have a linear plot; they are usually told in linear fashion	Are nonlinear, non-chronological
Author/writer is sole creator	The user co-creates the story
Are experienced passively	Are experienced actively
Have one unchangeable ending	Different outcomes are possible

There is a question about the efficiency of storytelling through e-mails and electronic media sources. A lot of information can be found on the Web from the prices to forecasts for the future. This data is affordable for everyone who has an access to the Web. What about the articles that have more influential purpose

than informational? In this case virtual communication plays a crucial role. If one company sends an e-mail, but another sends a video, a person will perceive two messages differently: video influences much more than e-mail. Researches indicated that a person absorbs only 10 per cent of the content; other 90 per cent appertain to non-verbal communication (i.e. gestures, eye contact, voice patterns, facial expressions). It means that in virtual world people miss these 90 per cent and perceive only 10 per cent. This is a low bandwidth to have a good dialogue with the audience. Moreover, it also works in the opposite direction. A storyteller cannot see the listener or reader's reaction on the message. Drawing conclusions, the best way of communication is a live encounter with a person. (Brown et al. 2005, 133-134.)

3.2 Creating a brand story

Why do brands need the help of storytelling? The answer is simple: the main purpose of any story is to impart a brand a meaning, define it. Brand storytelling became so popular quite recently; not so long ago it was disregarded in marketing because positioning approach was in preference. When storytelling influences on the emotional treatment of a tale, positioning concentrates on the most beneficial approaches, the production deals with the issue. (Batey 2016,181.)

Elements of a story

Stories must inspire people and suspend disbelief. Components of a business tale are universal. There are eight of them:

1. **Setting:** is a background of the company outlooks' status quo position. It can depend on its size, industry or target audience.
2. **Character:** each story has personas to play an act and reach the target. At least a business narration has three people: protagonist, villain, and educator.
3. **Plot:** is a storyline from challenge to solution which leads the buyer to consensus of the confidence in a product sold. Along the storyline a

company must highlight the process decision route of a problem by answering for the questions and emphasizing the value.

4. **Conflict:** it causes the tension and creates intriguing moments. Conflicts prevent a hero towards accomplishing his objective. Risk can also be a conflict.
5. **Climax:** the last hurdle before the purchase decision, also called as the “black moment”. At this stage the deal appears to be lost because an influential person walks in with a question that had not arisen yet.
6. **Resolution:** the moment when a character responds to the Climax. The confidence has to be recovered, all hesitations and perils removed.
7. **Dialogue:** it is not a monologue from a company side, but an interaction with customers. Communication with prospective leads builds a strong relationship and assurance.
8. **Theme:** is a backbone of a tale based on a customer’s value proposition.

Combination of all these elements ensures that buyers’ interest about the company increases with purchases. (Albee 2015, 115-117.)

An organization by itself chooses the structure of the story design. The *Figure 3* represents the simple framework.

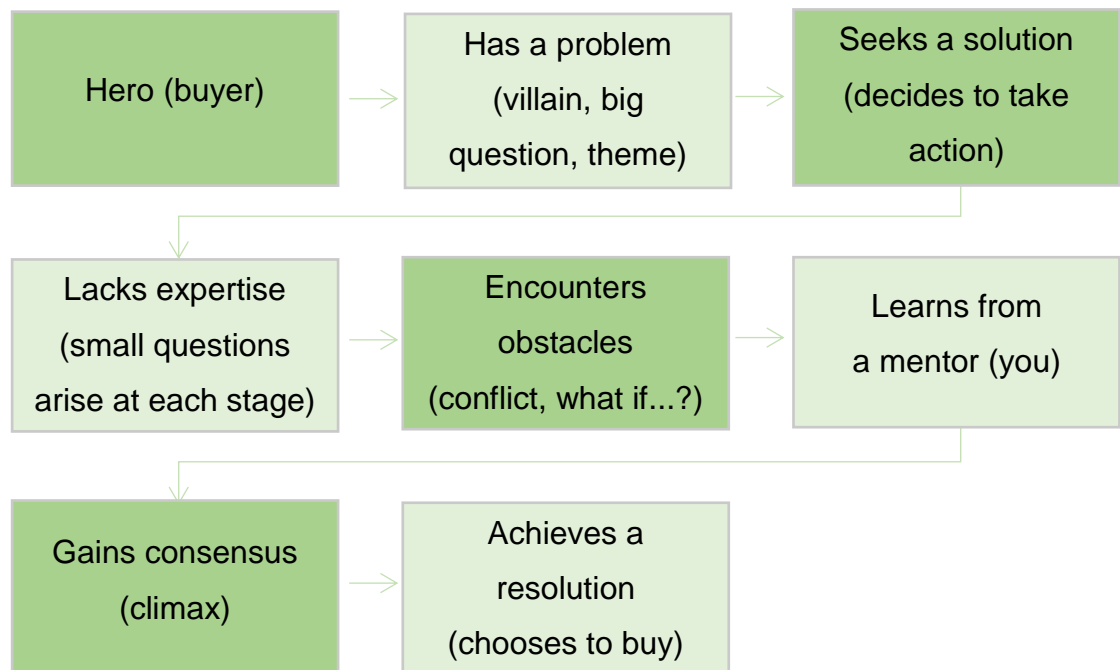


Figure 3. A simple structure for story design (adopted from Albee 2015, 118)

Great content

Unfortunately, quite a lot of content falls through after the publication. To make content great and assess it, Kingsnorth (2016, 232) suggests some good adjectives that will help to do it. First of all, the content must be *Credible*. People must believe in content, they want to get enough substantiated statements. For example, credibility can be established through supporting references, or facts referring to generally known sources, by filling in some author's data, bibliography details in the profile. Secondly, the content must be *Shareable*. When a content is consumed by a significant percentage of people, the content becomes great. When producing a content, marketers should answer for the following question: "*Will people want to share our content?*" Companies use links to the pertinent platforms for it (eg Google+, LinkedIn, Facebook). Making useful guides or videos that help people to achieve something by watching or reading it, guarantee that it will be shared with others. *Useful* or *fun* are also factors of a great content because creating of fascinating game or funny tool help the audience to achieve something. Such approach will assist the users to get the coveted results whilst also delighting the process, making that both with joy and usefulness. Obviously, the content must be *Interesting*. Content is remarkable not only for those who create it but, foremost, for it's readers. So, as everything in marketing, consumers' perspectives have to be taken into account. Then, it must be *Relevant*. The content cannot be created until there is understanding of the audience. Knowing why people tick and ensure the content produced is important. There must be a strong link between the product and the content for it to make a consumer interested in the product. Moreover, the produced content has to be *Different*. Uniqueness attracts people. There is absolutely nothing bad to take an old idea, alter it and contribute something own to it. Here are two useful questions: "*Does it already exist?*" and "*Is the idea rather unique to amaze the audience?*" The last point is *On brand*. Carrying away only with content is wrong. As it was written earlier, there should be link between the product and the content, connection with a brand is also not an exception. It should appear not only at the beginning when crafting the brand, but throughout the time. Following these tips will guarantee success. (Kingsworth 2016, 232-235.)

The 80:20 rule

Firms always struggle for potential customers. They want to spread messages faster than competitors often forgetting about quality of the content. (Wall, 69.) There is a classy thumb rule that helps marketers to find the correct balance of the content structure and produce educational and valuable data. The idea of this rule is that 80 per cent of the information written must be devoted to the beneficial and useful content for the client that he ought to firmly remember. Other 20 per cent of content should be oriented to static sales. (Jefferson & Tanton 2015, 202.)

3.3 Visual storytelling

“Content is king” – marketers announce, but there is also another old saying: *“a picture is worth a thousand words”*. This adage in 21st century is more pertinent than ever. The strategy of visual storytelling relies on *“show, do not tell”* slogan. Engagement, dialogue, and sharing are the goals of this approach. (Walter & Gioglio 2014, 7.)

According to Walter & Gioglio (2014, 8-9), visual storytelling is determined as utilization of pictures, videos, presentations, infographics, and other visuals to create a graphical plot around leading the brand values and proposals. Of course, it is not enough to simply post videos, pictures, and other visuals. Organizations have to go beyond establishing and sharing content to be successful. Nowadays, there is a high growth in platforms of visual social media (e.g. Pinterest, Instagram). Notwithstanding, visual storytelling was not an unexpected sensation. Some platforms (e.g. Facebook, Myspace, Flickr, Delicious) produced visual interaction even in the late 1990s till mid-2000s. These sites were built in answer to the voluminous stream of content, most feck of which were visuals. In addition to the main purpose of sharing the content, these platforms aim to unite individuals online.

Undoubtedly, there is a clear cause of the abrupt rise of visual storytelling. As far as technologies do not stand still, an overwhelming majority of population has

cameras in their pockets. This is why social media platforms design possibilities for visual storytelling. In addition, the Internet in smartphones allows people to share imagery and videos in real time. The sharing process has never been as easy as it is now! (Walter & Gioglio 2014, 15.)

Four principles of visual storytelling

There are four principles of visual storytelling: (1) *authenticity*, (2) *sensory*, (3) *archetype*, and (4) *relevance*. The analysis of each element will help to understand why marketers should pay a lot of attention to visuals in branding process.

The first principle is *Authenticity*. It directly depends on outer indicators and precedes the trust factor. There are three dimensions which help people to perceive the brand authenticity. The first dimension is *consistency*. It stands for the company promises on brand fitness to its features and behaviors according to the consumer's brand perception points at the current time. It means that brands not only post imageries, but fulfill their promises without controversy. Next is *continuity* measurement. As with consistency, it also evaluates the brand characteristics, but for a longer period. If an organization exists on a market for a long time and is still demanded, most likely this was due to past promising story and manners. *Individuality*, the last dimension, signifies for the uniqueness and distinctive features which go from the individual company story, visuals, and actions. (Burmann et al. 77-78.)

The second principle is *Sensory*. According to Batey (2016, 44), Aristotle was the first who determined existing sensory systems. He distinguished five senses used to this day: *vision*, *sound*, *taste*, *smell*, and *touch*. As far as visual storytelling most of all intersects with a vision, only this sense will be discussed further in more detail.

People actually see with their brains, not with their eyes; about 35 per cent of brains power is dedicated to the visual process. Eyes are just the first element in

the visual process, which are responsible for focusing. There is a huge route before the information achieves the brain and a person will get it. In reality, the process occurs almost instantaneously, in milliseconds, and is not noticeable for humans. Moreover, each person constructs the information based on his subjective perception and sense; each human sees the world as he wants to see. (Batey 2016, 53.)

As far as people perceive information in different ways, there is a challenge for marketers to design a such brand poster which, will be determined by all brains in a very similar way. It is important to understand what brains recognize first. Irving Biederman, a psychologist, told that *shape* is imprinted on memory first. Based on his research, he concluded that more than 150 million objectives can be built from only 36 geometrical icons. He is sure that people recognize all big shapes by small components. *Color and letters* are next. If the matter with the color is quite simple, then the words are the most complicated part. Brains make great efforts and spend much time to read a text especially if is in a foreign language, with unknown words or written in an unusual form for reading. Talking about colors, the reaction depends on different factors such as social, psychological, cultural etc. Colors catch attention and can have both positive and negative influences. There are also a lot of pervasive color idioms used in everyday life. For example, *black market*, *yellow journalism*, *blue blood*, *green light*. The meanings of these combinations of words are used all over the world. Color is the essential detail in a brand marketing. The usage of the right color builds the right emotions, reactions and provides brand recognition. (Batey 2016, 54-57.)

Another principle is *Archetypes*. The roots of archetypes come from the beginning of 1900s, when Carl Jung firstly talked about his theory of the collective unconscious. Despite the fact that each person is an individual with their own conceptions, there are similar things that mankind has and shares. Jung defined the collective unconscious with the following meaning: *“identical in all men and thus constitutes a common psychic substrate of a superpersonal nature which is present in every one of us”*. This is exactly where archetypes meant. In simple words, archetypes are primary patterns inherent in the human mind. These are

the basic concepts of such words as “mother”, “love”, “evil” which meanings are embedded in humanity’s DNA. (Wertime 2002, 60-61.)

Archetypes are source codes of the communications, and marketers profit from this information when thinking about the visual perception. Archetypes are ideal remedies in building strong and powerful connections. All people’s emotions, dreams, actions, wants emerge in depth of the soul; they simply do and see it as they feel because it occurs on the subconscious. Hence, understanding of human’s psyche is a key to the successful Image Economy. As far as archetypes are only combinations and basic codes of the mind, there is no clear picture on how things look like. This point complicates the work of marketers because they have to engineer the expectations as close as possible to the communicator’s imagination. (Wertime 2002, 61-62.)

As it was already said, archetypes play a key role in commercial messages. There is a lot of symbols that stand for a specific product or a country (eg. swoosh mark and Nike, kangaroo and Australia) and are recognition characters. Marketing’s task is to make symbols or products which’s meanings will be understandable for everyone for a long time, be demanded and always cause the same associations. For example, the Volvo logo messages about the safety of a driving; coffee lover will never miss the Starbucks logo; diamonds, as products, are associated with strong feelings or love; crown on a Rolex watch tell about power and status. The key idea of Image Economy is to make certain images habitual and an integral part of people’s thoughts. To achieve this effect, companies use the power of repetition. With the growth of a feeling of product familiarity, the link between brand and a potential user becomes stronger. (Wertime 2002, 79-82.)

The last factor is *Relevance*. Companies should always pay attention to prospects and their needs or expectations. Right-time relevance is significant in the question of the information delivery. The marketers have to engage customers with the right content at the right place and time. Thanks to technologies and databases, there is no problem to follow the world changes and

latest trends to understand people's desires. The content and messages sent by organizations must be closely matched to the context of the public. It reinforces the relevance of marketing. (Albee 2015, 8-10.)

Relevance is an imperative thing for businesses that pursue stable growth. It should become as an obsession for companies which adapt to the needs of customers. Storytelling sets up the continuous road from question to its solution which is important in the digital strategy and the buying cycle. Topicality raises company's uniqueness, distinguishes and evolves the brand in customers' eyes into the future. (Albee 2015, 225-226.)

4 SOCIAL MEDIA MARKETING

This is the final theoretical chapter which is dedicated to the social media marketing. The definitions and principles of this types of marketing will be examined. The authors of this paper also considered it necessary to touch the topic of *Search Engine Optimization (SEO)*, its process and keyword selection. Finally, an overview of some social media channels is done and presented in the last subchapter.

4.1 Defining social media marketing

Oftentimes social media (SM) and social media marketing (SMM) are used as synonyms or interchangeable words, but there is a distinction between them. Firstly, the authors of this work consider the importance to briefly look at the definition of "*social media*" and then talk about "*social media marketing*".

There are multitudinous definitions of "*social media*", which can be found both in non-academic and academic sources as well. According to Hunsinger & Senft (2014, 1), social media is a subject for discussions. Some people use these two words to characterize person-to-person communication on the social networking sites (e.g. Twitter, Pinterest, Facebook), others use it to describe a socialization side of Web 2.0 websites on the whole. Meikle (2016, 6) suggests the following

definition: “*networked database platform that combine public with personal communication.*” Kerpen et al. (2015, 172) are confident that social media deals with not only commercial, marketing, and public relations sides, but also with customer relationship management (CRM), research and development (R&D) processes, sales, human resources (HR), customer service, and other different operations.

Furthermore, social media is about devices through which users access virtual spaces where they create information and share it globally. Comparing social media and traditional, undoubtedly social wins because of its two-way interaction process. For instance, when a speaker talks on television, a watcher cannot comment or ask him any questions; the social media platforms allow to do it. The information posted on platforms is promiscuous depending mainly on the chosen channel as well as the person and time. It is a fact that each day people create more information in the digital world than it has composed since the first written work was registered. The *Figure 4* sums up the meaning of social media. (Gupta & Brooks 2013, 18-19.)

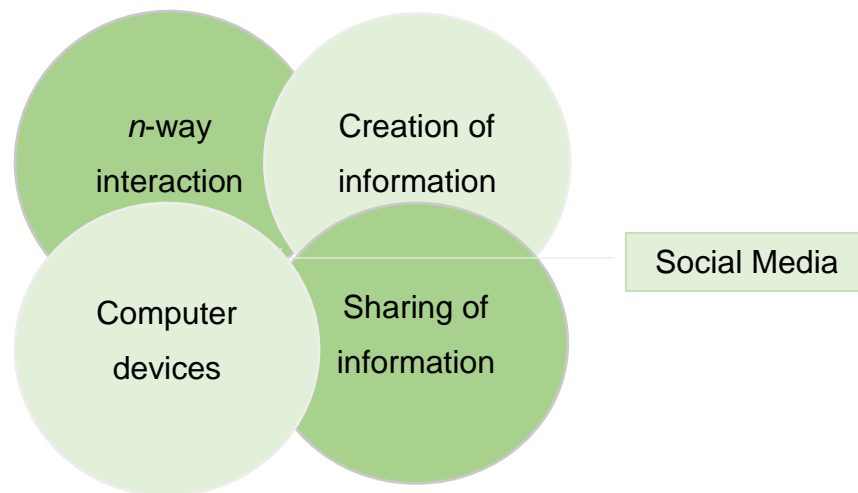


Figure 4. Definition of social media (adopted from Gupta and Brooks 2013, 19)

According to Harris (2017, 77), social media marketing (SMM) relates to the method that marketers apply as a component of the applicable marketing strategy. Smith (2013, 8) adds that it is a kind of marketing through which businesses establish, endorse, and broaden an online reputation and attendance. The main goal of SMM is to build a close connection with the target group. SMM is not an area where the production is sold; it is a process of how it is done. The

first step in this process is that companies create informative and appealing content; from the readers' side, it implies the act of sharing content. This form of marketing can be compared with the word-of-mouth marketing because it also deals with spreading the information among people. The main difference is that the content in SMM is shared via social networks.

As far as the Internet allows searching for the sites which are outside the country or local area of the seeker, social media marketing helps to connect with people all over the world. With this great opportunity it is easier to conquer the world. Moreover, with the help of SMM organizations grow as social businesses because it helps to link with customers on a personal basis. There is no need to have a direct, face-to-face meeting; consumers can be reached at any spot and time that were suitable for them. To everything else, this marketing works for free, so it is the best choice to grow business. (Smith 2013, 10-11.)

4.1.1 Search engine optimization

Before talking about SEO, the authors think that there is a need to understand what search engine (SE) means. According to Charlesworth (2009, 180-181), the World Wide Web (WWW) has an enormous amount of information on anything a person can only imagine. To find the necessary info from all the webpages, a person has to use search engines. The result pages which are listed on the SE are appreciated by people as readers in the WWW by the requested object. Wall (29) points out that the purpose of the SE is to ensure top-quality content and react with the right results the users search for getting an answer for the problem.

According to Charlesworth (2009, 178), search engine optimization is the praxis of creating a webpage appealing to SE through performing its content and code that SE supposed to be addressed to a particular searcher's inquiry. At the same time, Hemann & Burbary (2013, 90) add that SEO can be used for monitoring, following, and managing company rankings and its competitors. Dodson (2016, 9) also gives the value to page tools which help with the ranking position in search engines and is confident that the higher position in organic search listings ensures arise in website traffic.

According to Dodson (2016, 7-8), there are four steps in the SEO process (see Figure 5):

1. **Goals.** Knowing the advantages of SEO is beneficial for developing a campaign for SEO strategy. With the help of realistic, right, and clear purposes, it is easier to come into the rival territory of the search marketing.
2. **On-page optimization.** Technical optimization deals with the website navigation. People must easily find out the needed information.
3. **Off-page optimization.** This is about the website position in searches. It is a durable process which depends on gaining authority among other sites. Online reliability and a digital footprint manage this stage.
4. **Analyze.** As far as SEO process is cyclical, this stage is about gathering the acquired data on how the goals were fulfilled. Then, new targets are set based on the adjustments needed

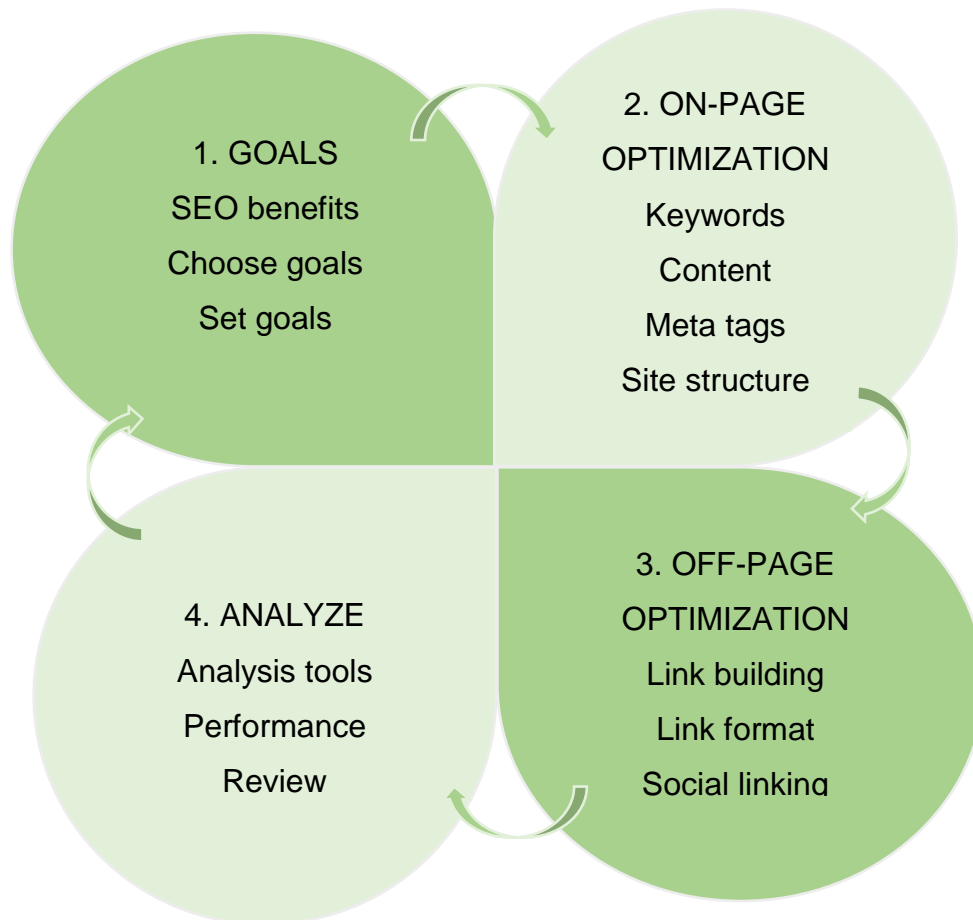


Figure 5. Four-Stage SEO process (adopted from Dodson 2016, 8)

SEO keyword selection and research tools

Keywords are those elements by which a webpage is going to be found by search engines. (Wall, 10.) The Keyword selection is the most important issue in the search engine optimization. The Landing page, suggestions, ad copy, and so on are designated by the right keywords that a company chooses. Returns generation depends on the appropriate keywords for the products. The wrong keyword selection means that the ad will not be shown in the looking-for search. (Dodson 2016, 62.)

For the beginners the keyword selection can be tough. Luckily, there are two keyword research tools that can help to uncover this obscure digital landscape. The first one is *Google Trends*. This tool allows considering historical search trends. It gives an overview of specific key terms or categories for many years. Google Trends is great not only for finding the information about particular campaign but it is a nice competitive research instrument. This research tool enables to select the necessary research platform, time (season, number of years, dates), countries, and categories. Thanks to this opportunity, the research and trends analysis can be done from several sides. (Dodson 2016, 63-64.)

Another one is *Keyword Planner*. In contradiction to Google Trends, this is more a short-term instrument which provides data of the last 12 months and shows search volumes. In addition, it also proposes new keywords (based on the typed) for the use and has a traffic rater with suggested bids. There is a competition column which shows the rivalry level and the number of people bargaining on chosen keywords. The higher the bid, the higher the competition is. Among all the suggested keywords an executive can add the most suitable ones to the plan and then the amount of money that might be spent per day will be calculated. Keyword Planner is a lovely interface which shows total impressions, expenses, and average place. (Dodson 2016, 64-65.)

4.2 Social media channels

According to Harris (2017, 22), there is a boom of social networking sites in the 21st century (see *Figure 6*) which brought communication to a new level. Unlimited number of people can be engaged into communication process through a number of sites. This subchapter comprises the descriptions of all the channels that are pertinent to the further research.

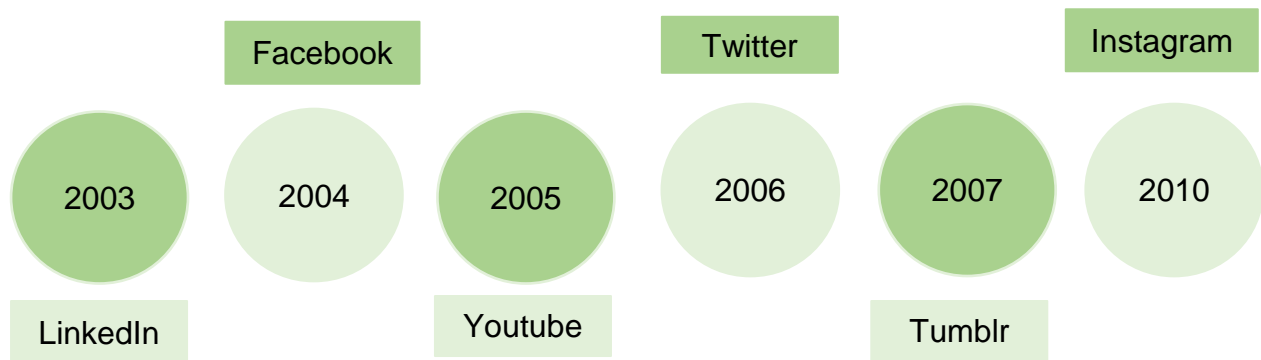


Figure 6. Social media channels (adapted from Harris 2017, 21-22)

Facebook

Facebook was founded in 2004. It's mission consists of only two sentences including 48 words and states the idea of letting people to have the power of sharing, connecting and making the world accessible, as far as it helps people to be in contact with family and friends, to discover the world news, express and share their opinion. (Facebook NewsRoom 2017.) According to Meikle (2016, 28), at the end of December 2014, there were 1.39 billion registered users which is each fifth person in the world. Nowadays, Facebook is a media society which actually does not make any media by itself. Facebook furnishes a platform through which the users can spread their stories, pictures, ideas. It has a huge database, which is the company's engine. Based on the definite users' desires and actions, the engine records the responses and then offers certain material. (Meikle, 2016, 2.)

When Facebook was launched, it was firstly only like a handbook with users' basic data, contact info, and interests. A person had to go to the user's page to

find out more about the person or write a comment. The only outstanding picture in profile was a user's photo, all else was just a heavy text. In September 2006, Facebook did first movements for having more visual experience. Some profile updates were offered such as status change and photos adding, which could be seen in feed section. Also, a visual information of groups the user belongs to, activities interested, photos tagged. (Walter & Gioglio 2014, 10-11.) According to Meikle (2016, 28), it was recorded that monthly about 526 million of people access the website through their mobiles. Every access to Facebook offers new connections (*"people you might know"*), subscription to the suggested groups, posts, videos, pictures that were liked by acquaintances, friends' updated statuses, newly added photos, videos, comments, notifications etc.

Twitter

Twitter appeared in 2007 and took over the world. Today it is a mainstream social microblogging platform. A flying blue bird is depicted on the Twitter's icon. (Zimmerman & Ng 2015, 281.) Twitter's mission is to afford each person the power for creation and sharing information, thoughts, and ideas having no barriers. It operates in more than 40 languages and has more than 313 million monthly active users all over the world, 82 per cent of whom sit from mobiles. (Twitter's website 2017.) This platform helps people to tell their thoughts, follow the news of companies, stars, friends, and brands to build relationships and hold a conversation with customers in a limited way. (Zimmerman & Ng 2015, 284.)

This social network has the limit of 140 characters. This limitation restricts the volume of a message. It is difficult to fit a big thought in such a small sentence. Tweet has to be short, pithy, simple, and outstanding. It is not as easy as it seems to communicate within this limit. There is a famous Shakespearean expression that *"Breavity is the soul of wit"*, and Twitter adheres to this thought. Writers started to use shortened words instead of whole (e.g. „u“, „c“, „r“, „2“ instead of „you“, „see“, „are“, „too“ or „to“). This allows them to type more characters than they could using full words. (Zimmerman & Ng 2015, 282-284.)

Instagram

Instagram is an interesting, funny and nimble way for a person to show his life through various pictures. A user has to take a photo with the help of mobile phone, select appropriate filter, and make it a memory. Instagram is built to let a person feel and see other user's lives moments through images (a photos-connected world). (Instagram's website 2017.) In addition, in Instagram people can find needed photos or videos on a specific topic by hashtags, put likes, and write comments. This platform gives an area for creativity and allows to go beyond the proverbial box. (Zimmerman & Ng 2015, 377.)

Despite the fact that each post may be accompanied by author's comments, this network is based on picture, not heavy texts. Images speak for themselves. People always looked at the photos first, and then only read the articles. This is the main fact why people choose Instagram. Undoubtedly, this channel is definitely a mobile platform. Whilst community opens it via PC, mobile phones and tablets win, because there are no limitations where they can be used. Via computer it is impossible to upload photo or video to the account, it only permits to view or like posts and write comments. (Zimmerman & Ng 2015, 378.)

YouTube

According to Meikle (2016,12), YouTube platform was made on 2005 and very quickly got a spotlight. It admits billions of users to detect, watch, enjoy, and share initially-created videos. This channel provides a space for people to communicate, connect, inspire, and inform. It operates as a distributive platform for primary content. (YouTube's website 2017.) Besides YouTube is the most well-known video platform, it is the 2nd largest search engine. Each minute about 72 hours of numerous of video are submitted to this platform. Each month there are in excess of 4 billion hours of various video are browsed. (Hemann & Burbary 2013, 72-73.) In November 2016, the platform was bought by Google corporation due to its prompt success. It was purchased for \$1.65 billion. (Meikle, 2016, 14.)

YouTube is a database of not only videos, but the history of users' viewing choices, preferences, cooperation, and communication with other users. Both with Web 2.0, YouTube did two things in a moment: (1) became a collaborative and daily creativity tool, where people post and share mainstreaming and persuasive things, (2) demonstrates such a business model underpinning the social media. As Facebook, it does not generate any media itself but gives space for doing it; users create the database with their personal data and own content. This is why YouTube is a website that is called user-generated content. YouTube makes money on it. (Meikle, 2016, 16-17.)

Tumblr

Tumblr is an interesting blogging platform which allows people to repost different postings from other users. There are not long informational posts; posts are more for visual spirit and readers' lust. People reblog things that caught their eyes. There is one interesting case about commenting: users can only leave comments to those people whose posts they reposted. Tumblr is easy to set up and use. Mainly it is concentrated on Generation Y (46.5% of visitors are people aged from 18 to 34) and people with high level of net profit (35.2% of guests have revenues more than \$1000000). Visually it is appealing and marketers use it as a great inspirational platform businesses. (Walter & Gioglio 2014, 101-102.)

Vk.com

Vkontakte (translated as "in contact") or VK was founded in September 2006 by Pavel Durov, and by February 2007, it already had more than 100 thousand users. The website can be confused with Facebook because of similar color decoration and layout. (Guertin 2015.) Today, Vkontakte is one of the largest social networks in Europe and the biggest platform in Russia (second after Yandex). In other words, it is Russian Facebook. This platform is translated into more than 80 languages and especially in demand among Russian-speaking community. Like most networks, users can chat with each other in VK, create communities and public pages, organize events, post photos and tag friends on

them, listen to audio, watch video, and play games. In 2015, it had about 280 million consumers and was on the 22nd place among Alexa Top 500 Global sites. (Luttrell 2016, 32.)

LinkedIn

LinkedIn company began its activity in 2002 in the living room of one of its founders; it was officially established only in 2003. Nowadays, it has more than 500 million registered people in excess of 200 countries and regions. The mission of LinkedIn is to bring together specialists from all over the world in order to help them make their professional activities more successful and effective. This is more business-oriented network which helps executives and recruiters from companies search for leading and professional workers. When a person joins the website, he gets an access to other people's data, free vacancies, latest news, updates, and other valuable information that helps to succeed in professional activities. (LinkedIn's website 2017.)

Jefferson & Tanton (2016, 74) tell that LinkedIn is a much more professional and serious networking site than Facebook and Twitter where writing of frivolous utterances or posting photos from weekends are not allowed. Meikle (2016,11) considers this platform is a good tool for recruiters and employers to look for potential candidates as far as people can easily display their CVs for public and present themselves in a favourable light. Moreover, LinkedIn can be regularly used not only in finding a job, but in establishing vital contacts. It helps to maintain communication both with old business and new partners. This platform allows to introduce user's accomplishments, recommend associates, search for a job, participate in discussions with like-minded society. This is also a good channel to advertise the brand in special groups. (Zimmerman & Ng 2015, 390.)

TripAdvisor

TripAdvisor is the largest travel-directed website at the moment with more than 535 million people's critiques and views. The site operates in 49 countries and

offers more than 7 million of housings and hotels, attractions, cafes and restaurants, cities, and airlines all over the world. In addition, the websites has the opportunity of price matching with other hotel booking websites. There are more than 200 inn reservation sites suggested for comparison. In average, about 415 million of unique guests visit this platform monthly. TripAdvisor's mission is to support seekers and potential travellers with the planning and booking of their future trips at the best price. The same message is seen in motto: „*Know better. Book better. Go better*”. (TripAdvisor's website 2017.)

This platform was launched in 2000 and has grown with a tremendous velocity. Users of this site are called volunteer critics. TripAdvisor contributors leave their comments about places they visited, food they ate, accommodations they stayed in, evaluate travel experiences, and tell about satisfaction or disappointment. New travellers believe in words of other people, gained knowledge, and shared wisdom. Besides recalls, people can attach pictures to enhance their sayings with visual illustration. It is worth noting that individuals are not paid for their feedbacks provided, it is a voluntary decision for each person to share his knowledge. (Girard et al. 2011, 46.)

5 INTRODUCTION OF THE COMMISSIONING COMPANY

The BIG BERRY company was chosen as a commissioning party for the research. It represents a brand new business model of mobile homes. BIG BERRY is a subsidiary company; the parent company is a construction firm called «Hosekra». It was created, and it is currently operated in Slovenia, but it also is targeting for the international market. The main activities include the production of various construction materials.

Therefore, the company management decided to concentrate on a new concept development to grow and take root in the international market. The BIG BERRY brand was established in 2011 by Boštjan Hostej. The Hosekra parent company provides its subsidiary with mobile houses. The primary goal of the brand creation is to equip campsites, hotels, resorts, as well as private areas of

individual users. It represents unique accommodation concept which combines the highest standards of modern design and comfortability in harmony with nature. The first step of building the brand awareness was to establish a lifestyle resort in Slovenia next to Kolpa River. At the same time, the company represents further aspects: franchise, international team, experience, partners, bloggers and other influencers, trips, destinations, and mobile houses.

The season of 2016 was open for five months. Nevertheless, the resort was not available for customers. The time was primarily intended for the marketing campaign implementation and brand building. There were marketing interns, who were hired from various countries. The team structure was not the same during the whole period, but in total there were around eight employees per month. In overall, a number of workers was around sixteen, including supervisors, cleaning staff and constructors. In addition, international bloggers and journalists were invited to visit the resort for three to five days with free accommodation, food and all other facilities included. In return for this they were supposed to create and post content connected to the BIG BERRY brand in their channels or/and publications. The summer season 2017 was the first year when customers were able to stay at the resort and experience the full concept.

According to the interview with the project coordinator, the future plan is to go global and expand. There are a lot of various marketing channels, projects and interns who are working on it, nevertheless, the engagement rate is not high. Therefore, the problem is identified as a lack of active users and engagement in the social media channels. The research will be focused on BIG BERRY Kolpa, located in Slovenia. More specific details can be found in chapter “8.2 *Limitations*”.

6 RESEARCH METHODS

In this chapter the entire research process will be represented. It includes defining the research objectives and questions, research methods, data

collection, and analysing the data. In addition, theoretical background of the research can be found in this section well as how it is applied to this thesis.

6.1 Research questions and objectives

Even though research questions and objectives were already mentioned in chapter “1 Introduction”, it is crucial to highlight them one more time and concentrate on the reasons why they have been chosen.

There are three objectives of this thesis which are to: (1) *focus and prioritize the most effective social media networks*, (2) *describe and assess the story behind these social media channels*, and (3) *suggest improvements for future development*. To fulfill these objectives, the following research questions which were developed with a direct correlation to the objectives should be answered:

RQ1: “What are the most effective social media channels the company has currently established and needs to focus on?”

RQ2: What is the story the BIG BERRY brand should be delivering in social media channels?

RQ3: What kind of content should the company produce and deliver to attract the target audience?

Regarding the company’s problem, which was discussed in chapter “5 Introduction of the commissioning company”, the organisation has numerous social media networks and not enough engagement with customers. Therefore, the first research question was defined in pursue of prioritizing the most important channels for this case. Moreover, to establish a conversation with potential customers and attract more people to the existing platforms, a strong message must be formed. Thus, storytelling behind the networks will be taken into consideration in the second research question. By answering the third question, the researcher will give concrete recommendations for the social media networks based on the theoretical and practical research. Furthermore, all research

objectives are connected to the research questions and will be achieved one by one.

Further conclusions regarding the objectives and research questions can be investigated from chapter “8 Conclusion”. Therefore, the answers should represent detailed guidelines for the commissioning party and affect its future activities and improvement processes.

6.1.1 Research methods

As it was mentioned in chapter “1 Introduction”, there are two research methods used: *qualitative* and *quantitative*. According to Newman and Benz (1998), the qualitative (or) and quantitative (numerical) types of designing should be considered as various ends of continuum rather than polar opposites. Research tends to be more quantitative than qualitative or vice versa.

In terms of the paper, *semi-structured interviews*, *benchmarking* and *the survey* were conducted as primary data. Considering the secondary data, *the review of electronic sources* was used. Furthermore, it is important to define and describe each separately, i.e. what methods are used in this research and why.

Qualitative research methods

Qualitative research are studies based on small samples in order to provide depth, insight and understanding. Qualitative research contains various methods that can be applied in many flexible ways, to enable respondents to express real opinions and attitudes or observe their behavior. Qualitative thinking is crucial contributor to the marketing, strategic and design thinking industries. (Malhotra et al. 2012, 146, 187-188.) There are many different kinds of qualitative methods.

First of all, in order to gather primary data it was decided to choose an *interview* as a method. According to Saunders (2009, 318), using an interview in a research can help to increase *validity* and *reliability* of data, which are relevant to

research objectives and questions. There are three types of an interview: *structured interviews*, *semi-structured interviews* and *unstructured (in-depth) interviews*. In case of the *semi-structured interviews*, the researchers have a list of topic and questions to discuss. It means that some additional questions could be asked in correlation to the research topic. The order of the questions may vary and depend on the conversation flow. In addition, the *non-standardized interviews* as a method of data collection may be very beneficial. The reason is the importance to establish personal contact, the purpose of the research and length of time required to complete the process. Therefore, the *semi-structured interviews* were conducted in case of the thesis.

Second of all, *benchmarking* is a research method that defines as a systematic process of measuring the work operations of competitors, usually in the same business sector. The purpose is to understand how others conduct work. It allows the company to compare and implement the best possible practices in pursuance to improve their own performance. The authors decided to contribute the method due to the enhancement of company's competitive advantage, establishment of new standards and goals based on comparisons with world-wide leaders. (Spendolini 1992; Johnson & Scholes, 2001.)

There are four types of benchmarking, which are *internal*, *competitive*, *functional* and *generic*. *Internal* type describes a comparison of different business processes within an organization. *Competitive* benchmarking contains direct competitor-to-competitor or product-to-product analysis. *Functional* benchmarking means the process when similar practices are compared within industry leaders. *Generic* type focuses only on similar processes, even though companies are from absolutely different industries. The great awareness of processes is required, therefore, it could significantly improve performances. (Geigle Safety Group, Inc. 2016.) In case of the paper, organisations from tourism industry will be considered to implement *competitive* type of benchmarking. For *generic* benchmarking, researchers chose lifestyle blogging.

Review of electronic sources was chosen as methods to collect secondary data for the further investigation of additional Internet sources, such as company's webpage and social media channels. The purpose is to show full picture of the existing platforms and the most effective marketing campaigns. The method is also called documentary type of secondary data.

Quantitative research methods

Quantitative research includes collecting numerical data from a large sample or a population in a structured and standardized way. It applies some types of statistical analysis and quantitative measurements. Methods of the quantitative data collection are divided into two groups. First group includes *postal* and *online surveys*; *interviews conducted over the phone* and *face-to-face interviews*. Other group contains various types of *observational* methods. (Malhotra 2012, 187-189.)

Questionnaire is a method, designed to detect specific information from participants. In addition, there exist three kinds of surveys, such as *structured*, *semi-structured* and *unstructured*. There different questions can be asked regarding personal opinions, attitudes, intentions, motivations, demographics and lifestyle features. The three types of online surveys are *e-mail surveys*, *web surveys* and *downloaded mobile surveys*. In case of the paper, it was decided to hold a *semi-structured web survey*. This type is conducted on the web at specially designed private web address. (Malhotra et al. 2012, 327, 207.)

However, the aim of a questionnaire is to collect data that can be referred to the research problem. Therefore, the first and foremost task is to define research objectives and to clarify what questions need to be measured. (McGivern 2013, 277.) In this paper, it was agreed to apply survey as a quantitative method. The reason is to collect relevant statistical data about certain topics, answer the third research question and reach objectives. The *semi-structured* type was chosen in order to give respondents various options (i.e. open and closed questions). At the same time, the web survey was hold, because of the convenience of the method.

As far as the thesis topic is related to social media marketing, it was necessary to research in the Internet, spreading the link within the social media networks. The authors preferred to question as large amount of people as possible, who use the social networks. In addition, the idea was to learn the opinions of international Internet users, which would be complicated to implement in real life.

6.2 Data collection

First of all, the primary data collection is discussed which includes *four semi-structured interviews, benchmarking and a questionnaire*. Furthermore, the process of designing questions for the interviews and survey has been taken into consideration. Secondly, the secondary data collection process consists of *the review of electronic sources*.

6.2.1 Semi-structured interviews

The chapter presents how the semi-structured interviews were conducted, the process of designing questions. The purpose of the method was to gather useful information for further investigation to answer the research questions and achieve the objectives.

There were conducted four various semi-structured in-depth interviews. According to Michael D. Myers (2013, 133), three main stages of a semi-structured interview process were implemented in order to keep the research in a correct way. The preparation stage results can be seen below:

- Contact the main project coordinator of the commissioning company via e-mail and arrange an appointment via Skype;
- Create an interview plan, i.e. a list of open questions and outlines;
- Contact other respondents via e-mail, according to the personal recommendations of the project coordinator;
- Arrange an interview appointment with all the respondents and discuss terms;
- Send the list of outlines before the interview.

The interviews were conducted with the *project coordinator* (RESP A) and *three employees/interns* (RESP B, RESP C, RESP D). The results of the interviews are highlighted in *Table 3*.

Table 3. Second stage of semi-structured interview

	RESP A	RESP B	RESP C	RESP D
<i>Introduction of researchers and purposes of the interview</i>	Yes	Yes	Yes	Yes
<i>Consent and confidentiality</i>	Agreed	Agreed	Agreed	Agreed
<i>Location agreement</i>	Skype	Skype	Hangout	Skype
<i>Timetable and the duration</i>	15.08.2017 25 minutes	16.08.2017 15 minutes	16.08.2017 18 minutes	16.08.2017 10 minutes
<i>Language</i>	English	English	English	English
<i>Type of interview recording</i>	Notes, Audio recorder	Notes, Audio recorder	Notes, Audio recorder	Notes, Audio recorder

Whereas all the respondents live in different countries, every interview was conducted in the Internet according to an agreed time zone. The synchronous type of an interview was hold online in the Internet. It is considered an *electronic interview*. (Morgan & Symon 2004.)

- ***Semi-structured interview with the company's project coordinator***

Once the thesis process was started, the authors contacted the main project coordinator with the aim to get an agreement and ask whether it would be possible to arrange an interview. Then, there was a discussion for a suitable

date, time, platform and time zone. The interview was conducted on 15 August 2017 and the average duration was 25 minutes. It is important to clarify that the list with the interview questions was sent one day before the interview and this is represented in *Appendix 2*. The full version of transcript can be found in *Appendix 3*. In order to increase the reliability, the grammar of the transcription was not changed.

- ***Semi-structured interview with three company employees***

In addition, the interviews were conducted with three employees, working as a marketing team at BIG BERRY at that time. The interviewers were people responsible for the content strategy and marketing of Facebook, Instagram and Twitter networks. The reasons why the authors have chosen these three networks for further investigation is based on chapters “7.1.1 *Semi-structured interviews*” (interview with the project coordinator) and “7.2 *Secondary data*”. All the respondents were from different countries and working in remote conditions. At the same moment, the team had weekly online meetings, therefore, the content management was discussed and planned in cooperation with various social network managers.

The contact between the authors and the respondents was kept on Facebook and interviews were held on *Skype* and *Hangout*. It is important to clarify that the list with the interview questions was sent one day before the interview and this is represented in *Appendices 4, 6, 8*. Nevertheless, order of questions was changed during the interview process and some additional questions were asked, according to the situation. The full version of the transcript can be found in *Appendices 5, 7, 9*. In order to increase the reliability, the grammar of the transcription was not changed.

Designing research questions for the interviews

There are five kinds of interview questions. First of all, there are *open* and *closed* questions. *Open questions* allow the respondent to deepen into the topic and fully

express an opinion. *Closed questions* are aimed at getting the facts and the answers might be monosyllabic, for example, «Yes» or «No». Secondly, there are *simple* and *complex* questions. Thirdly, there are *direct* and *indirect* questions. Fourthly, there are *leading* and *neutral* interview questions. Lastly, there are primary and secondary interview questions. (Eriksson & Kovalainen 2016, 95-97.)

In the process of designing interview questions for the qualitative analysis, there were created *open* and *closed* questions. Besides, the authors made sure that the questions are understandable and clear for the respondents. At the same time, both *direct* and *indirect* types of questions were used. The topics are related to general company's background information, the content management process, the content differentiation and the social media networks.

6.2.2 Benchmarking

As it was already mentioned before, the *benchmarking* method was taken into consideration for this thesis. The process of benchmarking combines the study and comparison of the best practices among companies. (Saari 1998, 42.) According to the Benchmarking Process (2017), the process has five stages. There is *planning*, *data collection*, *data analysis*, *the final action* and *monitoring*. The secondary data collected for the benchmarking refers to different company's social media networks, such as Facebook, Instagram, and Twitter.

First of all, there is *planning* of what objectives to benchmark and reasons why. The data collection process starts with self-evaluation of the objectives and gathering information about commissioning company. Then, the authors are *investigating competitors* and *collecting data* based on the same themes. (Patterson 1996, 3-4.)

There are four objectives, which were chosen for the social media benchmarking. First of all, there is a *page design, including description, layout, colors used, main and cover picture*. The purpose is to analyze the general channel appearance, how the message is formulated in the description and visual aspect of it.

Secondly, there is the *engagement evaluation*. It consists of quantitative and qualitative data, such as amount of likes, followers, posts, comments and shares. The goal is to analyze performance and interaction based on available data. Thirdly, there is the *content differentiation*. It examines different types of content published in every network as well as connection to other channels. The objective is aiming at investigation of daily content and its distribution to other platforms. Lastly, there are the *marketing campaigns and all unique events happening in the pages*. The idea is to find best practices of the case company and its competitor, and evaluate them in chapter “8 Conclusion”.

Since the objectives were defined and self-assessment of the case company was made, the next stage was to choose other organizations for the benchmarking. The process was completed due to the use of *hashtags, key words* and *Google searches*. After the researcher agreed on the companies, it was important to collect data based on the objectives mentioned above. The frequency of posting and engagement was measured during seven days, all posts, likes, shares and comments were calculated by hand. The measurement was done from 21th September 2017 to 28 September 2017.

6.2.3 Secondary data

While many electronic documents are private and require special permission, the Internet has various freely available information sources for use. At the same time, following questions should be taken into consideration whilst assessing the quality of documents. (Scott, 1990,19-35.):

1. **Authenticity.** Is the information genuine and of unquestionable origin?
2. **Credibility.** Is the evidence free from error and distortion?
3. **Representatives.** Is the data typical of its kind, and, if not, is the extent of its untypicality known?
4. **Meaning.** Is the evidence clear and comprehensible?

In pursue of answering the first research question, it was agreed to make an evaluation of existing social media networks and its performances. First of all, the

list of the objectives was made. The company's social media networks are available for general public, therefore, there was no problem with accessibility to the resources. Furthermore, in case of the Facebook, Instagram and Twitter, more specific measurement was made. The frequency of posting and engagement was measured during seven days, i.e all posts, likes, shares and comments were calculated by hands twice. The social media monitoring was done from the 21st of September 2017 to the 28th of September 2017 and data was collected in Excel. The table with the results can be seen in chapter "7 *Research results*".

6.2.4 Questionnaire

In case of the research, it was agreed to conduct a *survey online*. The design is different based on how it was administrated. In case of the paper, *self-administrated questionnaire* was done. According to Saunders et al. (2009, 362), it means that it is Internet mediated questionnaire and they are usually completed by respondents.

According to McGivern (2013), the main point of the questionnaire design process is to transform the research objectives into significant questions, and convert them into workable survey. There are several stages of how to develop an effective questionnaire:

- Clarifying what you need to measure;
- Formulating the questions;
- Deciding on types of questions and the response options;
- Rearranging the questions into a logical order;
- Designing the layout;
- Testing out the draft;
- Reviewing the draft and uploading the final version.

First of all, the researchers decided on a list of topics they needed to measure. It included a list of social networks, content differentiation, demographics, influencers reliability. After that, the authors formulated questions. The designing

of questions process is represented in the same section below. The English language was chosen for the survey. Furthermore, there was agreed on the web platform called *Google Forms* to conduct a survey and designed layout for it. The next stage was to test the survey. Last part of the data collection process was to make the link valid and send it to the individuals and the communities. The researchers distributed the link among social media networks, such as VK.com, Facebook, Twitter, Instagram. Moreover, BIG BERRY team also helped with the link promotion. The questionnaire was available for the general public for two weeks in period from the 6th of April 2017 to the 30th of April 2017 and 145 replies were collected.

Designing questions for the questionnaire

The questionnaire in all cases is supposed to be simple, straightforward and easy to follow. (Malhotra et al. 2012, 327, 207.) Furthermore, there are three types of data that can be identified in a questionnaire. It consists of *demographical facts*, *opinions* and *behaviors*. All types were considered while in the process of designing the questions.

In overall, there was 12 questions of various types, that were used. For example, there exists the *list questions*, which offers the respondent with a list of possible answers. These are useful when a researcher needs to know that the individual has considered all the possible responses. Furthermore, there could also be different types of lists. For instance, a respondent may choose maximum three options out of eight, or write his or her own. Another example is when it is allowed to answer with only one option out of them all. The *category questions* were also used so that the respondent's answer can fit only one category. Moreover, the questionnaire included *two open questions*, which allowed respondents to reply in their own way. Nevertheless, the open questions were not compulsory to respond to. The goal was to ask an opinion about certain topics. (Saunders et al. 2009, 375-381.) The list of questions and their types is represented in *Appendix 10*.

6.3 Analyzing data

The purpose of analysis is to extract significant insights from the data, and to ensure valid and reliable findings that help to answer the research problem. (Malhotra et al. 2012, 327.) The chapter is divided into two sections, which are qualitative and quantitative data analysis. The purpose is to describe the methods of analysis for both types of data that will be completed in the paper.

Qualitative analysis

According to Malhotra et al. (2012, 424), the process of organising the data contains sorting of various materials in order to continue with the analysis. Depending on the *size* and *complexity* of the research, there are a lot of “*raw materials*”, which require *recordings, notes, transcriptions of the recorded interviews or discussions, notes about participant’s interpretations from the fieldwork session*. It may help a researcher to prepare for the in-depth analysis process.

In case of semi-structured interviews, the researchers decided to prepare transcripts of interviews with the event manager and the interns, which can be found in *Appendices 3, 5, 7, 9*. Besides, all interview results are summarized and analyzed in chapter “*7 Research results*”. To increase validity of the research, the analysis stage was made directly after the interview with respondents based on a combination of notes and audio records. (Ghauri & Gronhauh 2005.)

Quantitative analysis

The main stage of analysis, according to McGivern et al. (2013, 424), usually begins when the fieldwork is completed. There are five stages highlighted:

- Organising data;
- Getting to know the data;
- Getting to grips with what is going on in the data;
- Making links, looking for connections;
- Pulling together the findings.

In case of the research, the final data was organized on the same webpage where the survey was made. Then the data was analyzed, based on the stages listed above. The results are pulled together in chapter “7 *Research results*” and the conclusions are drawn in chapter “8 *Conclusion*”.

7 RESEARCH RESULTS

The chapter represents research results, including primary and secondary data. The primary data section contains four semi-structured interviews, questionnaire and benchmarking. The secondary data part involves review of electronic sources results.

7.1 Primary data

According to Eriksson and Kovalainen (2016), empirical data collected by researchers themselves are called primary data.

7.1.1 Semi-structured-interviews

This chapter contains *four semi-structured interviews*, including interview with the project coordinator and three interns, who are responsible for social media channels. A further analysis of the findings will be shown.

Interview with the project coordinator

The interview includes two blocks. The first part contains *general information about the BIG BERRY company*, such as a business model identification, company’s main activities and offers, strongest competitors, difficulties, current and future destinations and plans. The part was aiming at the company’s background information in order to get a full picture of the internal situation. Therefore, it was decided to mention the answers from chapter “5 *Introduction of the commissioning company*”. The second part includes *topics related to the*

past, current and future content strategy, content differentiation of social media marketing.

According to Respondent A's opinion, from the beginning BIG BERRY "...wanted to boom marketing, go to the world quickly and massively. There are Facebook, Instagram, Twitter, Pinterest, Flickr, Tumblr, YouTube, LinkedIn, Medium etc." Therefore, there was no specific plan or content strategy at the beginning. The channels were chosen based on the most popular social networks on the Internet to attract as many target groups as possible. At the same time, responding question about the most successful company's social media channels, Respondent A highlights that, they are Facebook and Instagram, because "...they are once, we are focused the most". In addition, there is Twitter, because "...this is highly dynamic and responsive channel..." and "...it is easy to be followed on that channel...". Therefore, the company's project coordinator evaluates Facebook, Instagram and Twitter channels as the most valuable platforms.

Discussing about the story that, BIG BERRY Kolpa represents behind social media, Respondent A stated: "Every social media has its own target audience. We bring out the story of unique tourist offer and experience". As far as the brand has many various social networks which are aimed at different target groups, the story varies from channel to channel, in order to satisfy the stakeholders needs. Besides, an example of content differentiation for the partners was mentioned. "We use LinkedIn to connect with partners in architecture, hospitality and journalism. So for that audience we need to create completely different content rather than for potential customers." However, it was mentioned by Respondent A: "Content strategy was focused on quantity to document as many things as possible"; "Through the season the strategy changed drastically and we changed focus lots of times". To put it all together, the first season strategy was aimed at (1) quantitative content creation, (2) social media presence establishment, (3) market and competitor's examination, and (4) story development.

At the same time, Respondent A commented on the current content strategy: “We are focused on brand awareness. We are developing campaigns that would be attractive, but to fully reflect what BIG BERRY is and what does it represent.” Furthermore, the key strategic part was “to gather a lot of information about each target group that follows us...”, “...so we can develop custom content...”. The project’s coordinator said that, comparing to the previous strategy, the future one will be “...definitely more specified and target focused...”. “Likewise we continue with experiments and unique campaigns that will separate us and differ from competitors”.

Interview with the intern responsible for the Facebook channel

Respondent B formulated their current content strategy applied for Facebook channel as: “Giving information about BIG BERRY concept through daily stories, quotes from our bloggers and promoting region of Bela Krajina and its community.” Furthermore, Respondent B stated that, “Experimenting is the key and we are usually experimenting with ideas we gather through brainstorming with the team.” Discussing the target audience of the network, Respondent B said that, “... it is the target group of BIG BERRY generally, but since we have to keep in mind that audience that is following us...” Considering storytelling of the network, Respondent C stated: “...the idea of *Experience, Partnership and Franchise* through different kinds of contents and approaches.” Examining content distribution, there was asked: “Do you connect Facebook to other social media channels?” The Respondent B answered: “...the content published on Facebook is shared manually in other social medias with some modifications: *LinkedIn, Instagram.*” The frequency of posting, tools and keywords are mentioned below:

- Frequency of posting: *“Normally we publish twice a day”*.
- Tools used for posting: *“...tool provided on Facebook...”*.
- Keywords: *“Not many keywords used while posting, however, there are certain hashtags, used more frequently, which are #enjoy, #fun, # trip, #travel, #holidays, #relax.”*

Regarding interaction with users and how a conversation is usually build, Respondent B commented: "We have only a few interaction on our FB page, which is more frequent via messenger." Measurement of the platform is done via Insights (automatic statistics generation) in a weekly basis. Besides, Respondent B mentioned, there are not many difficulties, but "...our audience is still a bit passive in engagement so creating and experimenting with new content is something we consider as priority." Discussing future content strategy for Facebook, Respondent B said: "...we'll focus more on live happenings on site which will give our audience chance to 'be in touch' with everything that's going on in the resort."

Interview with the intern responsible for the Instagram channel

Discussing current content strategy applied for Instagram channel, Respondent C highlighted that, *it is crucial to be consistent, i.e "post two times per day"*. However, "the aim is to promote BIG BERRY brand and its activities through posted content and to raise brand awareness". In addition, Respondent C stated: "BIG BERRY is trying to be recognizable, but not boring, so we are all the time trying to make improvements and changes, but yet stay true to the origins of the brand". Moreover, Respondent C mentioned that, the target group is diverse. There is no strict age group, but "...we try to attract people that are interested in this kind of luxury vacation, travellers and travel bloggers from all around world by introducing our content and activities". Nevertheless, there was a comment: "Since we offer diverse content, it is not easy to filter the target audience."

Considering storytelling of the network, Respondent C stated: "The aim is to introduce BIG BERRY to people in an interesting way through interactive campaigns and projects such as #berry tale." The project description is represented in Electronic sources review part. In addition, Respondent C highlighted, they "...are trying to keep social media channels up to date, in order to transfer authentic ideas, introduce them and have time to sum up the feedbacks." Examining content distribution, there was asked: "Do you connect Instagram to other social media channels?" The Respondent C answered: "The

content shared on Instagram is connected with Facebook and Twitter.” The frequency of posting, tools and keywords are mentioned below:

- Frequency of posting: “usually posted 2-3 times per day. First post is around 8 a.m., second around 4-5 p.m. and the third around 8 p.m.”
- Tools used for posting: “For Instagram reports we use Gabstats and for increasing interaction on Instagram we use Instagress.”
- Keywords: “Vary from the post and content that is related to the post.” The most used: #travelling, #luxuryoffreedom, #discover, #experience, #destinations, #tourism, #Slovenia, #relax, #vacation, #team, #luxury, #activities, #BIGBERRY, #bloggers, #trips, #houses, #franchise, #partners

Regarding interaction with users and how conversation is usually build, Respondent C said: “People are involved through likes, comments on the posts, reposting or through private messages.” Moreover, “it takes time for people to understand new campaigns and concept behind them.” Furthermore, Respondent C mentioned that: “Measurement reports are done on a weekly basis.” Discussing future content strategy for Instagram, Respondent C said: “The aim is to keep people updated and intrigued by posting unique and interesting content. Besides, the plan is to increase the number of posts during the season and include Instagram Stories as a content that will follow everyday life at BIG BERRY.”

Interview with the intern responsible for the Twitter channel

Respondent D highlighted that, statistics and frequent posting are key elements of the current content strategy applied for the Twitter channel. Therefore, it is aiming at remaining current followers, rather than attracting new ones. The content for Twitter was planned based on statistics. At the same time, Respondent D said: “Let’s say, I see that, a post related to our activities is pretty good on ratings, I post a similar one.” Therefore, the intern led by statistics and kept track on what content current followers prefer. Answering question about target group, Respondent D said: “Twitter is the busiest platform on BIG BERRY. This is due to the fact that it serves as a connection between us and our non-

European visitors.” Answering question about the story behind the network, Respondent D replied: “BIG BERRY has a lot to offer but focusing on many international markets and analyzing them takes time.” Examining content distribution, there was asked: “Do you connect Twitter to other social media channels?” The Respondent D answered: “Mainly Instagram and not so “intense” level - Facebook.” The frequency of posting, tools and keywords are mentioned below:

- Frequency of posting: *“there is not a single day that we do not have at least 5-6 posts on the platform.”* The posting schedule is gradually and relatively organized so they reach the entire target market they are aiming at. *“It serves as a connection between us and our non-European visitors.”*
- Tools used for posting: Respondent D uses Buffer as a tool to schedule and manage the channel.
- Keywords: In general, there are trendy hashtags for the day on the platform, as well as company’s hashtags, e.g. #bbdestinations, #bbexperience, #bbhouses, #bbactivities, #bbteam, #bbpartners.

Regarding interaction with users and how conversation is usually build, Respondent D said: “I make sure to involve them in the posts as much as possible.” Furthermore, follow up questions are used in order to increase the engagement rate. Moreover, other influencers (e.g. bloggers, who visited the resort) are useful for building conversation with the general public. Respondent D mentioned: “when it comes to third party content posting, I tag in the post, so their public also can see it.” Besides, Respondent D mentioned that, measurement is done via statistics. (Twitter Insight). Respondent D admitted that, “There are lots of posts to be published daily...” and sometimes Respondent D felt a lack of ideas. Discussing future content strategy for Twitter, Respondent D said: “since the season is right around the corner, we are about to launch a couple of new marketing campaigns.”

7.1.2 Benchmarking

The researchers decided to implement two types of benchmarking, *particularly competitive and generic*. As it was mentioned in chapter “6.2 Data collection”, the first stage was to gather self-evaluation data of the case company. The results are included in chapter “7.2 Secondary data”. Furthermore, there are two companies that the authors have taken into the benchmarking process.

Glamping Hub company

The first company is called *Glamping Hub*. According to their Facebook, Instagram and Twitter pages, «*Glamping Hub is the world's leading online booking platform dedicated to unique accommodations in nature*». After careful research of potential competitors, it was agreed to take Glamping Hub for benchmarking, because they offer accommodation which combines *comfortability in harmony with nature*. The concept and industry are similar to the commissioning company case.

The Facebook page includes all the necessary information about the company, its link to the webpage, as well as to other social media networks. The main picture is the company logo. The description of the Instagram page is short, simple and concrete. It tells the following: «*Use #glampinghub for a chance to be featured! glampinghub.com*». The Twitter page description is the same as in the Instagram. Therefore, the description contains call to action. At the same time, there is a possibility to contact the company immediately in Facebook and Instagram. Discussing the content, there are different pictures from destinations available on this booking platform. The post with a destination description is attached to a picture. In addition, there is some educational content by customers. Therefore, the content is primarily about the company and the destinations they offer to book. Lists with facts or destinations are used almost in every post. The keywords used the company's tags, e.g. *#glampinghub and also #nature #glamping #newexperiences #campinglife* etc. Instagram has a possibility to publish a story which will be available for 24 hours. The Glamping Hub uses the stories in order to inform followers about special campaigns.

Examining special marketing campaigns, there was a contest, where participants had to tag a friend in the same post. The prize was a free accommodation in a tree house. The statistics related to the engagement in Facebook, Instagram and Twitter, can be seen in *Table 4*.

Table 4. Engagement statistics in Facebook, Instagram, and Twitter

Objective	Facebook	Instagram	Twitter
<i>Engagement Evaluation</i>	<u>In total:</u> 28884 likes of the page 28748 followers <u>Frequency/ per week:</u> 4 posts per week; 53 likes; 3 comments; No shares. (<i>Appendix 15.</i>)	<u>In total:</u> 662 posts; 25,800 followers; <u>Frequency/ per week:</u> 4 posts; 2171 likes; 684 comments. (<i>Appendix 16.</i>)	<u>In total:</u> 6416 posts; 9835 followers; <u>Frequency/ per week:</u> 31 posts; 22 likes; 1 comment; 12 shares. (<i>Appendix 17.</i>)

Blogger: Nastya Ivleeva (_agentgirl_)

After the careful analysis of the questionnaire (is mentioned in subchapter “7.1.3 Questionnaire”), it was agreed to benchmark a blogger from the list of responses. The blogger has various content which is possible to implement in the case of the commissioning party.

The blogger's name is Nastya Ivleeva and she is one of the most popular Instagram bloggers in Russia. The description of the page is short and simple. The Russian language is used in posts and video content. The content of her account includes personal, entertainment and promotional content. The key topics are fashion, lifestyle, beauty and travel. The content contains pictures, blog posts, vines, livestreams and short videos. In the video content she is telling

about how to be a girl, how to handle relationships and friendships in funny, interactive way. The posts with picture consist of emoji and hashtags. According to the Instagram statistics, the blogger *has 5 million followers* and 334 posts in total (*Appendix 18.*) Examining frequency of posting within a week, there was made one video post, which got *5,2 million views* and 1417 comments. (Nastya Ivleeva's Instagram page 2017.)

7.1.3 Questionnaire

In order to answer the third research question and reach the objectives, researchers had to make an analysis of the content marketing trends and what people were most interested in. As it was mentioned before, the questionnaire was available for two weeks in the period from the *6th of April 2017 to the 30th of April 2017*. In overall, there were *145 participants*. The survey results are divided into three parts. The first part consists of the demographical data about the respondents. The second part includes the main themes and the responds. The third part shows the open question answers. The results are represented below as well as summarized in *Appendix 11*.

As it was said before, the first section includes data about the demographics. The total amount of respondents was 145 (N=145). 75,9% of respondents were female and 24,1% male. The most common age range among them was from 18 to 27. At the same time, Russia and Estonia were the most popular participants locations. Other countries included were Finland, Germany, Croatia, Czech Republic etc.

The second section consists of questions about the social media networks usage, the most attractive types of content, the most interesting content topics, how participant spend time in the Internet, do they trust media or not and what are the current popular Internet celebrities and trends. The amount of people registered in every network is shown in *Figure 7*. The total amount of respondents was 145 (N=145). In addition, the figure represents how many participants use the networks regularly. *Facebook (133), Instagram(120), VK.com (120) and YouTube*

(115) are the most popular channels, where respondents are registered in. Tumblr (28) and Flickr (12) are the least popular. VK, Facebook and Instagram are used the most in a daily basis.

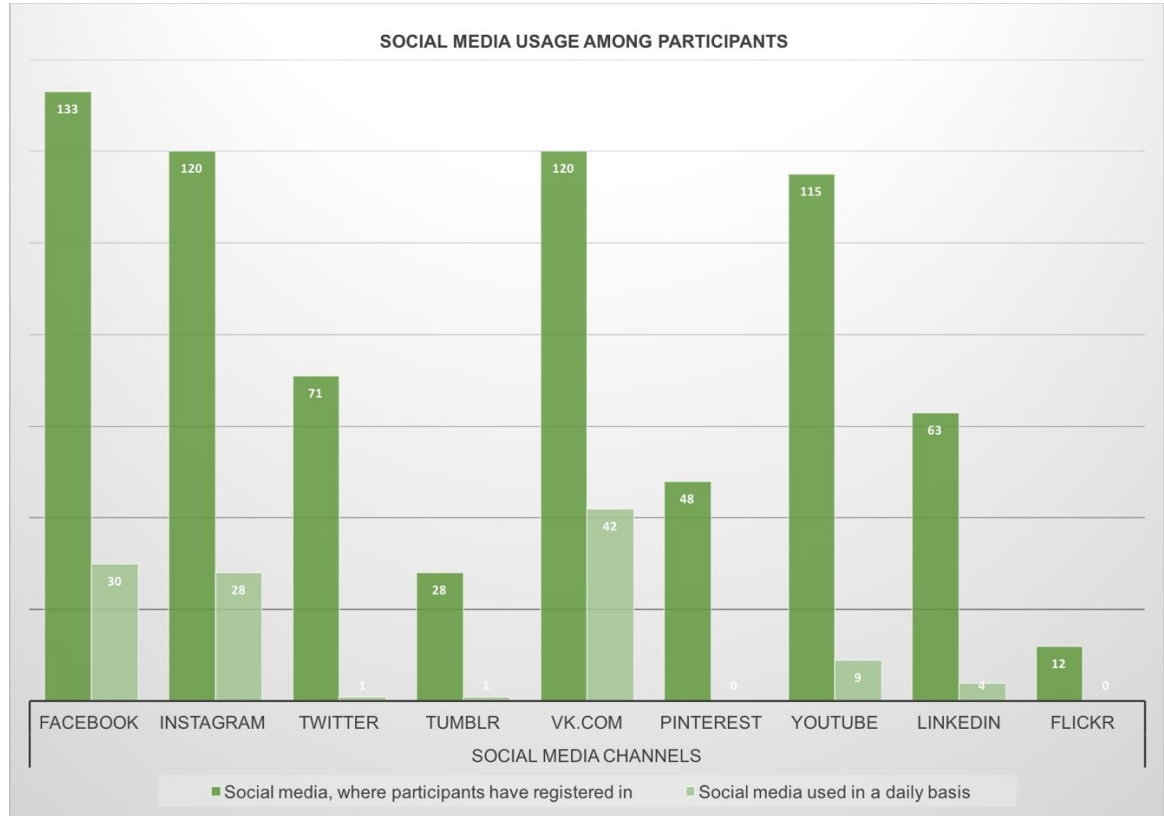


Figure 7. Social media usage among participants

The next survey question is formulated as «What content do you find the most interesting?». The total amount of respondents was 145 (N=145). The *images* (93), *blog posts* (76) and *videos* (74) were the most attractive for participants. Nevertheless, quotes (8) and livestreams (8) are the least interesting types of content for the audience. The further information is represented in *Figure 8*. Considering content topic, the respondents prefer *entertainment* (96), *inspirational* (83) and *educational* (82) content. The promotional (11) content is defined as the least desirable among participants. The most interesting content topics are described in detail in *Figure 9*. Besides, the total amount of respondents was 145 (N=145).

The next question regards of how the participants prefer to spend their free time on the Internet. The total amount of respondents was 145 (N=145). As a result,

there were 107 respondents, who prefer spending their time while chatting with their friends; Checking public community posts (83); Reading news (75); Resting (45); Posting personal content (40); Educating themselves (26) etc. Moreover 49,7% of participants trust social media content and 50,3% do not. (N=145). Considering famous bloggers and influencers, there are more people, who trust them (51%), rather than not (49%). At the same time, the percentage is almost equal in both occasions. (N=145).

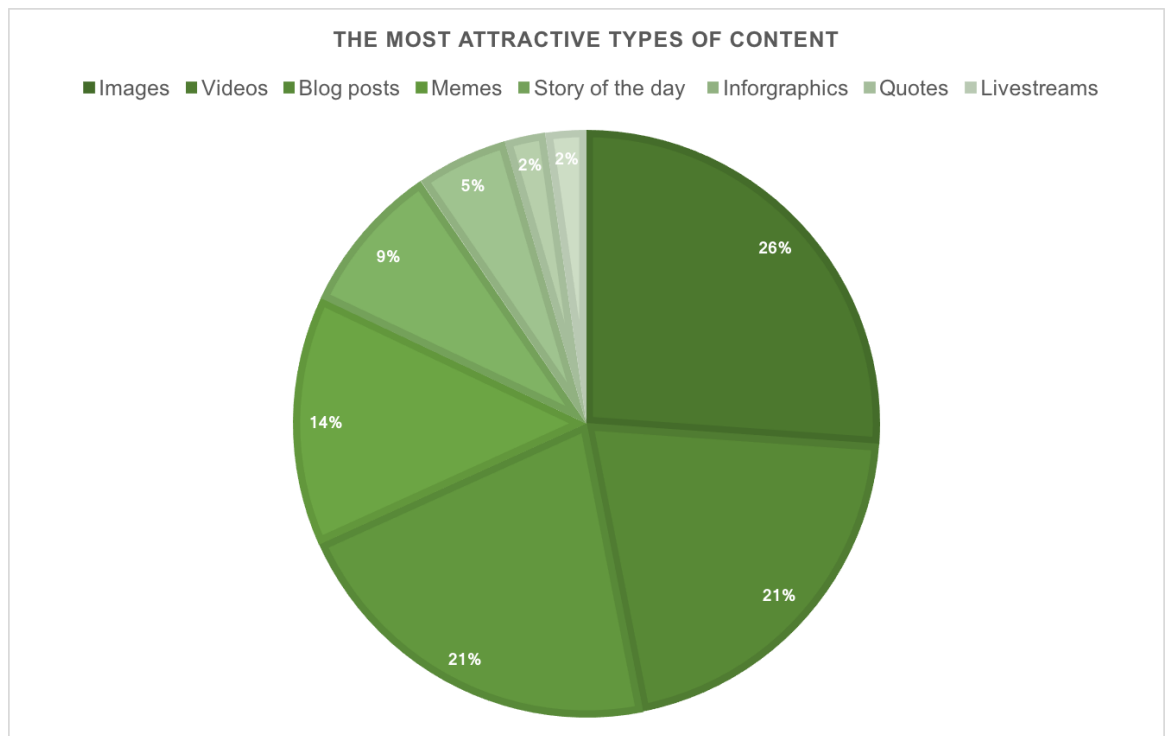


Figure 8. The most attractive types of content

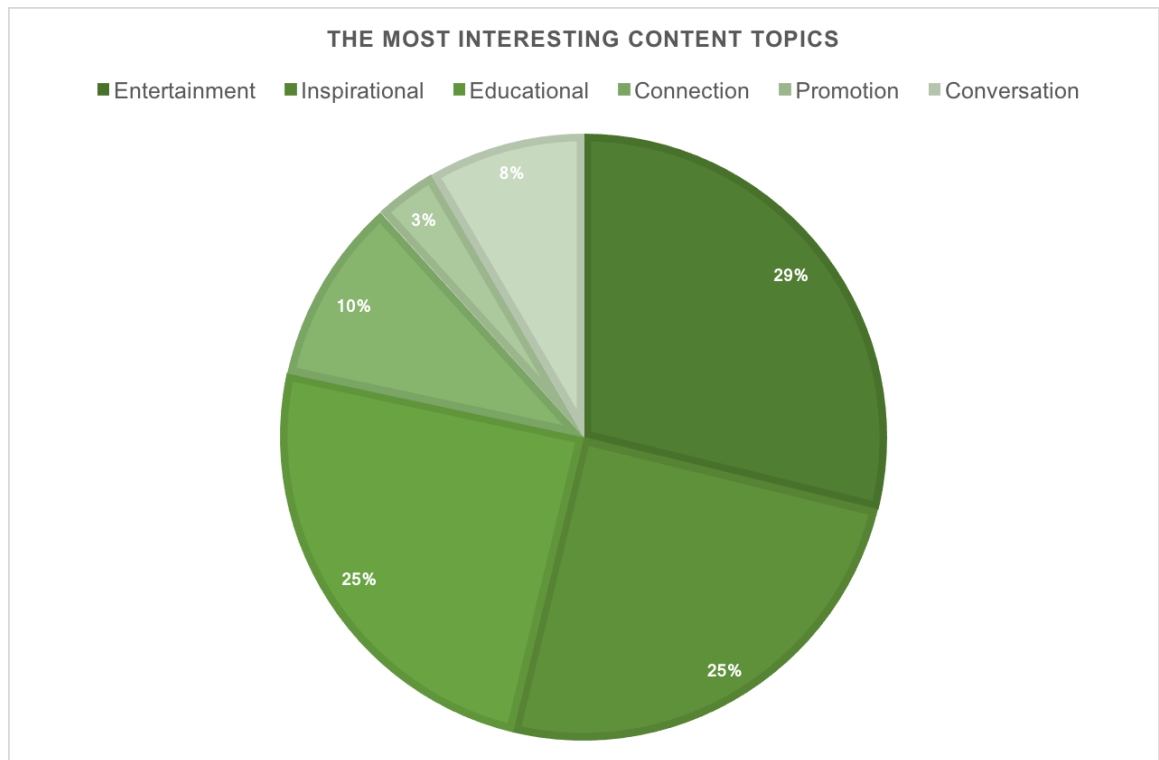


Figure 9. The most interesting content topics

The last section contains answers to open questions. First of all, it was asked about examples of famous bloggers/ video bloggers in social media. The total amount of respondents was 49 (N=49). There are *PewDiePie*; *Casey Neistat* (3); *Zoella*, *Joe Sugg*; *EeOneGuy*; *Tyler Oakley* (2); *BadComedian* etc. 96 respondents did not answer the question. The second open question was formulated as: «Give an example of the most popular current Internet trend». The total amount of respondents was 66 (N=66). There answers are Memes (11); Cats and dogs (3); Vines (4); Viral Challenges (2); Fitness (2), Healthy Lifestyle (2) etc. Nevertheless, there are 79 participants, who did not respond. Due to the fact, the survey's participants are from all over the world, the trends and celebrities are popular in particular regions. The full version of responses is represented in *Appendix 11*.

7.2 Secondary data

Secondary data is already existing data, including textual data, such as documents, diaries, memos, stories and also visual materials (e.g. movies, recordings. (Eriksson & Kovalainen 2008, 77-78.) The data is divided into two

groups: *internal* and *external*. According to Malhotra et.al. (2012, 123), *internal* data are given by the organisation for which research is being conducted. *External* data are based on the sources outside the company. In this paper both types are used.

Review of electronic sources

The review of the electronic sources combines internal and external data mixed together. The internal data were given by the case company. The external data were found in the Internet, particularly in the company's social media networks, as well as its webpage. The authors decided to highlight only relevant information for this research. More detailed information can be seen in *Table 5*.

Table 5. Summary of the review of electronic sources

Channel	Description	Performance
<i>Facebook</i>	The Facebook page is the main BIG BERRY's social network. Regarding the population of the network, the page is aiming at all possible stakeholders, i.e. customers, employees, partners, management, etc. The content may vary. The main picture is company's budge with logo. Instead of cover picture, there is promotional video. The screens can be found in <i>Appendix 12</i> .	<u>In total:</u> 4,167 people likes of the page. 4,161 people followers. 107 reviews, average score 5 out of 5. Paid media is used. <u>Frequency:</u> 12 posts; 128 likes; 9 comments; 4 shares.
<i>Instagram</i>	During season of 2016, BIG BERRY invited various blogger, as well as Instagram popularities. Therefore, they promoted company's Instagram page	<u>In total:</u> 1046 posts. 4469 followers. Paid media is not used.

[Continues]

[Continues]

	<p>and shared in their personal profiles. The content includes pictures and blog posts with hashtags.</p> <p>The page's description is short and it includes link to the company's website.</p> <p>«A genuine living experience entirely integrated into authentic local environment.»</p> <p>The screens can be found in <i>Appendix 13</i></p>	<p><u>Frequency/ per week:</u></p> <p>83 posts; 63 likes; 6 comment; 24 shares.</p>
Twitter	<p>BIG BERRY is the most active platform. There are numerous amount of posts every day. The content may vary, but in general, there is short post with picture attached.</p> <p>The page's color is the same as in the company's logo. The description is «A genuine living experience entirely integrated into authentic local environment! Enjoy the luxury of freedom! Visit us in Slovenia, Austria, Romania and more.»</p> <p>The screens can be found in <i>Appendix 14</i>.</p>	<p><u>In total:</u> 11 000 tweets.</p> <p>1858 followers.</p> <p>Paid media is not used.</p> <p><u>Frequency:</u></p> <p>12 posts; 128 likes; 9 comments; 4 shares.</p>
LinkedIn	<p>The LinkedIn page is aiming at interaction with partners in order to promote franchising and business to business transactions. In addition, the platform is</p>	<p>79 followers.</p> <p>Paid media is not used.</p>

[Continues]

[Continues]

	used for hiring new employees or seasonal interns.	
<i>Tumblr</i>	Originally the page was created as a storage for various type of content, such as pictures, videos, blog posts.	Paid media is not used.
<i>YouTube</i>	In pursue of visualising activities and experience that BIG BERRY is promoting, there was created a YouTube channel.	77 followers. 215 videos. The most popular video has 2200 views and 12 likes. Paid media is not used.
<i>VK.com</i>	VK.com network is aiming at Russian and Ukranian markets and BIG BERRY is willing to be as international as possible. Therefore, it was decided to create a public community page in the platform. According to the page, there are various blog posts with pictures and quotes in Russian language.	182 followers Paid media is not used.
<i>Trip Advisor</i>	Due to the fact BIG BERRY is an international brand and it is located in touristic sector, the Trip Advisor is a great tool for helping travellers in their search. The BIG BERRY's page includes basic information regarding the surroundings, price, rules, map, availability.	No reviews. 48 pictures.

In this particular research, there are two storytelling campaigns were mentioned, thus, it was crucial to review them in electronic sources as well. In addition, all information regarding to commissioning party social media channels and

webpage was taken from official sources. The links can be found in *References part*.

The first campaign is called “*story of the day*”. Therefore, every day there is new story about a certain topic. In general, there are nine themes, such as *BIG BERRY's activities, experiences, trips, destinations, bloggers, franchises, houses, partners, and the team*. The posts include pictures, blog posts, hashtags and sometimes a quote from the third party. The second campaign was created originally for Instagram, but in fact it became very effective within most social media channels. The name is “*#Berry_tale*”. BIG BERRY has various of company's promotional products. Moreover, there is a *small badge* which has the same round shape as company logo. The interns started to post pictures of the badge in various places and write hashtag *#berry_tale*, telling a story of “*travelling badge*” around the world. In addition, it was spread to the visitors and bloggers, so they participated in this campaign posting their personal accounts, tagging BIG BERRY’s channel. The idea was to show BIG BERRY as an international and networking organisation, connecting people from different cultures and countries.

8 CONCLUSION

The chapter consists of the results conducted in the previous chapter. First of all, the responses to the research questions are highlighted and explained one by one. Second of all, the researchers formulated recommendations for the case company in order to note ideas and assumptions related to the research. Thirdly, Limitations of the research are mentioned. Fourthly, in pursue of improving the thesis quality, the reliability and validity of the research will be discussed. Lastly, there are suggestions for future research.

8.1 Responses to the research questions

The part includes responses to the research questions based on the combination of the theoretical background and the research results made for the commissioning company. The order of the questions is the same as in chapter “1

Introduction”, whereas it has logical consequence. At the same time, it is crucial to admit that the research objectives were achieved one by one based on the responses.

As it was defined in the theoretical part, content marketing is a way of promoting the service/product through different videos, pictures, infographics, blog posts etc. Furthermore, it has many various purposes, such as establishing expertise, brand visibility improvement, and qualities like its inexpensiveness, growing global etc. Therefore, it is crucial to develop an appropriate content marketing plan. (Zimmerman & Ng 2015, 229-232.)

RQ1: *“What are the most effective social media channels the company has currently established and needs to focus on?”*

Objective: *Focus and prioritize the most effective social media networks*

At the start, numerous social networks were created for the BIG BERRY brand. The decision was made based on the popularity of the channels. These were Facebook, Instagram, Twitter, LinkedIn, Tumblr, YouTube and VK.com. Nevertheless, information in these channels was proactively posted and the problem was a lack of focus on specific social networks. Therefore, the research question was raised in order to choose and prioritize the most successful platforms after one year of active participation.

Based on the *Review of electronic sources*, three the most successful channels were defined, which are *Facebook*, *Instagram* and *Twitter*. The engagement and interest from stakeholders is significant, compared to other networks. For the first year, the company achieved *4161 followers in Facebook*, *4469 followers in Instagram* and *1858 followers in Twitter* (7.2. *Secondary data*). In addition, the project coordinator highlights in the semi-structured interview these media as the most valuable.

In fact, the Facebook network is the biggest social media in the world. Moreover, according to the survey, 133 people out of 145 are registered in the network.

Therefore, a connection with all potential stakeholders can be found. At the same time, the Instagram platform is a great visual tool for the organisation, as well as the source of engagement with the certain target audience and influencers (lifestyle bloggers, travellers). There were 120 participants out of 145 registered in the channel, based on the questionnaire results. Meanwhile, the Twitter allows to create numerous posts per day, due to its one post length limitation. BIG BERRY uses Twitter as a tool to connect with the stakeholders who live in the non-European time-zone.

However, the authors would love to mention that other networks also can be regarded as effective and popular, but in this case, three channels listed above are the most crucial ones to focus on.

RQ2: *“What is the story that the BIG BERRY lifestyle resort in Slovenia should be delivering in the social media channels?”*

Objective: *Describe and assess the story behind these social media channels*

This research question and objective examined what message and story should be formed in the channels the authors defined in the response to the first research question (*“What are the most effective social media channels the company has currently established and needs to focus on?”*). In order to reach the objective, the story was described step by step based on the story elements such as setting, character, plot, conflict, climax, resolution, dialogue and theme. (Albee 2015, 115-117.) Besides, the components were identified through the careful analysis of the research results, especially the semi-structured interviews and the review of electronic sources methods. After the story examination, it will be evaluated.

1. **Setting:** The story takes place in Slovenia near Kolpa River. It is a very calm and friendly neighborhood, but the location is very close to the capital of Slovenia or Croatia to explore the city life. The time does not matter, past, present or future, it is up to the character.

2. **Character:** BIG BERRY's brand character is an international and versatile personality. The character can be introvert or extrovert, or even both. He can reach happiness, be an educator, visit various events, network and do activities. Nevertheless, he can find inner peace during calm moments surrounded by the family near the nature.
3. **Plot:** He decided to share his lifestyle to the public and live not in the past, present or future, but «in the moment». He does it by offering accommodation in a place where any type of activity is possible. BIG BERRY wants to break stereotypes and boundaries between people and show that anything is possible, and the consumer is the one who decides what, when and how to do it.
4. **Conflict:** One day the character realized that all the companies which are offering accommodation have a limited range of activities based on different target groups. However, BIG BERRY wanted to share the idea: a company does not dictate the lifestyle but customers choose what they like, and what they want to experience.
5. **Climax:** Furthermore, BIG BERRY found out the way to establish a multifunctional organisation in order to combine nature, comfortability and luxury, offering people various experiences. He created a team of marketing interns, started to invite different bloggers and influencers to test the idea.
6. **Resolution:** As a result, all visitors and interns were happy to discover the new concept and feel the atmosphere of the location. Therefore, BIG BERRY has decided to go global and share the message all over the world.
7. **Dialogue:** When it comes to a conversation, BIG BERRY loves a combination of digital and traditional ways of interaction. It is communicative and very friendly in life and in the digital world. Being himself in the social media means being international and open-minded, sharing activities in the location, educating people about travelling tips and the brand, discussing, and encouraging most active participants.
8. **Theme:** BIG BERRY's theme is «the luxury of freedom». Living in the moment, feeling comfortable and exploring the world.

As a result, the story combines eight elements which are setting, character, plot, conflict, climax, resolution, dialogue, and theme. All the elements are connected to each other and make common sense. The story describes the company's archetypes and behavior. According to the Jefferson & Tanton (2015, 202), 80% of the story should be customer centric and 20% should be aimed at the sales. Therefore, the rule was applied with story creation. Even though the story does not have any call-to-action, the sales part is hidden with a message, inviting to visit the resort, and buy not only the accommodation but also the experience.

RQ3: *“What kind of content should the company produce and deliver to attract target audience?”*

Objective: *Suggest improvements for future development*

When the most effective channels are identified and the story is formulated, there is the time for the content management process analysis and content ideas generation for these channels. The response and suggestions are based on all the research methods applied in the paper, i.e. semi-structured interviews, the questionnaire, the review of electronic sources, and benchmarking. Furthermore, the conclusion is made in combination with theoretical background. Examining the structure of the conclusion, first of all, the content management process of all the networks will be summarized. Secondly, marketing campaign ideas will be suggested for the social media as well as for each channel separately.

In addition, the authors have created a Tactical Plan as a PDF material, which includes a theoretical and a practical research regarding the content management process. The research results can be useful for the commissioning party, as well as for other stakeholders. The material contains two parts. The first part explains the content management process and its details. The second part examines seven content ideas for the commissioning company. The screenshot of the first page and a link to the PDF book are represented in *Appendix 19*.

Analysing the content management process of three channels, the authors found out that the marketing team implements similar techniques for networks. Starting with planning, it was discussed in the semi-structured interviews part that the interns were experimenting, analysing the previous performance and using the theme or story of the day as a basis. Meanwhile, the interns do not specify the target group of their channels. After examining the electronic sources, especially a story and how it is formulated behind platforms, the authors have realised that the description does not explain what company is offering to people. The concept is well-written but at the same time is not a concrete message. Furthermore, the channels are connected to each other, thus, the content is distributed and reshared everywhere. Besides, according to the interviews responses and electronic review sources, the process of posting is made numerous times per day, depending on the channel. Twitter is aiming not only at the European but also at the Non-European citizens, therefore, the amount of posts is bigger than in any other social media. There are different keywords used in order to improve the search engine optimization, meanwhile, it is individual for every network and more specific recommendations regarding the topic will be given for each channel. Moreover, the rate of engagement with the public is different for each channel. Facebook and Twitter establish the conversation each day and there are likes, shares and comments almost in every post. Nevertheless, Instagram does not show the interaction (comments and discussions) under posts. In addition, the measurement is usually done via insights of the channel.

The type of content is different based on the limitations of the network, for example, Twitter allows to write only 140 symbols per post. However, it is possible to post pictures and blog posts in Instagram and Facebook. The content from third party information (feedback, quotes) is used in all channels. The quotes are posted in all the networks. Furthermore, the authors propose the list of suggestions based on the combination of the summary presented and the theoretical background:

- **A proper preparation prevents a poor performance.** Therefore, more attention should be given to the planning stage of the process. The authors suggest that more external resources must be examined, i.e.

competitor's marketing campaign analysis, and various kinds of benchmarking can be applied.

- **Improve the planning stage of the content management process.** Different tools for the planning can be used, for example editorial calendars.
- **The social media strategy** is supposed to aim at attracting new customers and keeping previous clients. Therefore, more specified targeting will help to reach more potential stakeholders.
- **The description of each channel** should be short and straightforward. A story or message must be clear and easy to follow.
- **Make process of posting easier.** In order to do it, there are various tools for scheduling posts and most of them are free. As an example, there is Buffer, which allows to schedule around 10 posts in Twitter, 6 posts in Facebook and 4 posts in Instagram at the time. In addition, it is possible to schedule for the other social media channels, which might be very time efficient.
- **Improve interaction with followers.** Some follow-up questions could be asked in the post (for example, personal opinion).

In addition, based on benchmarking results, the authors propose the idea to integrate product into the business, which will be offered for sale in the Internet. The product is a box, which includes various items with BIG BERRY's brand symbols as well as its partner's products. The thematics may vary. It could be aimed at different target groups, such as women, men or children. The BIG BERRY box also could be used as a winning prize for social media contests or encouragement for active participation. The purpose is to improve company's interaction with the customers and make the connection more real and personal,

As it was already outlined before, 80% of the content should be customer oriented, therefore, the next part will contain content ideas for each channel based on the questionnaire and benchmarking results.

Facebook:

- *Content differentiation*

As it was already mentioned, different types of content should be used in order to attract the target audience. Based on the research, BIG BERRY has a lot of promotional content. Nevertheless, the questionnaire results show that there are vines, memes, videos, story of the day and pictures, which are popular among Internet users. Furthermore, the authors do not deny that different kinds of content can be combined. At the same time, the survey has shown that healthy lifestyle, fitness and sport are very popular trends nowadays.

- *Frequency of posting*

Based on the theoretical part of the paper, there was a defined recommended frequency of posting in this particular channel. It is recommended to publish one post per day and to curate, reshare posts every other day. The optimal time is from 1 p.m to 4 p.m, according to the local time.

Instagram:

- *Use of keywords*

The use of Keywords or Hashtags is very crucial in the Instagram network. The right use of tags can bring an account new likes, followers and even reshares. There exists many accounts, related to general topic (e.g. nature, glamping, beautiful places etc.). Therefore, in case a picture is relevant to the topic, they ask to feature special tag in the post, so they can reshare it to their profile and more people will see it.

- *Description*

The Instagram description is supposed to be simple and straightforward, to show the offer quickly.

- *Connection to YouTube*

According to the research, Instagram can be a great tool to promote a YouTube channel. As an example, it was mentioned in the benchmarking part about the blogger, who announced her new videos through Instagram.

- *Establishing conversation*

In pursue of increasing conversation rate, the follow-up questions could be used in the blog post, attached to the picture.

- *Contests*

The contest rules might encourage followers to engage more. For example, there is a kind of contest, where the participants have to follow the channel, like the post about the contest, and tag one or two friends. Therefore, friends will see that they were tagged and there is a chance, they will participate too. Prizes for the contests might be different, depending on company's resources. Nevertheless, it is important to keep in mind that Instagram is an international network and in case of the contest, the delivery should be done with the company's resources.

- *Story*

The Instagram has an option to post story of the day. It will remain for 24 hours and will be available for all followers. This is one of the most popular trends in the network and lots of bloggers and celebrities are using it for sharing about their life, experience and having livestreams. In addition, people are able to respond to the stories. Therefore, the story might have a follow-up question in order to start a conversation. Moreover, it is possible to make an announcement about a new post, using stories. The example is attached in *Appendix 16*.

- *Frequency of posting*

Based on the theoretical part of the paper, there was a defined recommended frequency of posting in this particular channel. It is recommended to publish 1-2 posts per day and reshare posts only when it is necessary. The perfect time is at 8 am. – 9 am. and second post at 2 am.

Twitter:

- *Use of keywords (hashtags)*

The keywords are also identified as a key element in Twitter network, choosing appropriate set of hashtags will help to reach the target group.

- *Content differentiation*

As a results of benchmarking, the researchers found out that visuals are very powerful in Twitter. There are various types of visual content, such as images, animations, videos, gifs, memes. However, the context also should vary in order to attract the target audience. The authors suggest to publish educational, motivational, entertaining and promotional content.

- *Frequency of posting*

Based on the theoretical part of the paper, there was a defined recommended frequency of posting in this particular channel. It is recommended to publish 15 posts per day and to curate, reshare every 7 posts each day.

8.2 Limitations of the research

First and foremost, this paper was focused only on the research of one location, namely *Kolpa River in Slovenia*, and the content produced there; other destinations were not taken into consideration at all. On the other hand, as far as the main story behind BIG BERRY should be the same, some suggestions can be and should be used in other locations to achieve better results and higher sales.

Concerning the conducted interviews, *not all potential respondents were interviewed*. For example, the company project manager and only three interns were interviewed, while the CEO (Chief Executive Officer) and other interns were not. However, there was no acute necessity to do it as far as the project manager provided with all required information. In addition, it was enough to have conversations only with three interns because, according to the research, there were essential and successful channels. Each individual who was interviewed was responsible for one of these channels. Moreover, BIG BERRY has a lot of partners and visitors (journalists, bloggers, photographers) but none of them was interviewed. Finally, whereas this was the first year people were able to try BIG BERRY services, there was no opportunity to discuss with the customers who already tried this accommodation. Regarding the research objectives and

questions posed, there was no need to have interviews with partners, visitors, and customers.

The next limitation deals with *the channels*. As it can be seen from the work, the attention was paid only to three most beneficial channels (Instagram, Facebook, Twitter). For the greater accuracy, each existing social channel of the company has to be examined, analyzed and introduced with improvements. In addition, the digital channels (website, blog, newsletters) have to be considered. Despite this, it is reasonable to pay attention to the most effective ones and put much more effort to these channels. Besides this, the topic of the thesis shows that the authors focus only on the social media channels.

Lastly, *the questionnaire* was basically distributed and shared among Vk.com source which is a Russian networking site. While the majority of the answers were from Russians, the responses mainly gave the picture of only one country (Russia). Of course, other social networks (Twitter, Instagram, Facebook) and e-mails were used. Thanks to this, there were respondents from all over the world. One more limitation that comes from the questionnaire is the target group. Unfortunately, the authors' friends in the social channels, to a large extent, are coevals or people who are more than 10 years older than the authors. It means that there was no clear target group defined. Unfortunately, the young generation is not yet capable to pay for themselves, so the target audience of the questionnaire is not suitable for 100 per cent. On the other hand, there were many respondents who were able to enjoy and pay for BIG BERRY service. All in all, it can be claimed that the obtained information was sufficient in terms of this paper because the received answers gave a fine overview of the situation.

To sum up, despite the fact that there were some limitations, it should be noticed that an adequate amount of information was received, analyzed and used for the suggestions and future improvements.

8.3 Quality of the research

Examining the *trustworthiness* of the research, there are reliability, validity and generalizability as crucial criteria to assess the research quality. At the same time, there are four aspects, the authors want to focus on. In order to evaluate the quality of the research, the terms credibility, transferability, dependability and comfortability will be mentioned in the chapter.

First of all, there is *credibility* when the authors make an investigation about all the relevant topics for the paper before conducting research. Evaluating the credibility of the paper, the authors have to highlight that they have learnt all possible Internet sources regarding the company, its webpage, stakeholders, and the social networks. In addition, they have achieved in-depth theoretical knowledge regarding the content management process, social media and digital marketing as well as storytelling. Moreover, one of the researchers was part of the marketing team during the season 2016. From the other hand, during the thesis writing process, the commissioning company has had more projects and campaigns, which are not covered in the paper. To sum up, the authors have conducted all necessary data regarding the topic before collecting primary data.

Secondly, *transferability* is an ability to transfer, compare and assess the research results of the paper to other researches, which was conducted before. In case of this paper, nobody has done similar research before for the case company. Therefore, there is no specific results that can be compared to the current thesis.

Thirdly, there is *dependability*. It examines the general structure of the thesis, how logical the methods, questions, objectives, results and conclusions are formulated and explained. Regarding the dependability for this research, it was completed in a structured and coherent way. Moreover, the theoretical part is in harmony with the research results part and, as a consequence, these parts are leading to the conclusion. Thus, any reader can easily understand the thesis structure, research methods, research questions and objectives, results and conclusions.

Fourthly, *confirmability* means the ability of the researchers to define the research objectives and questions, and follow them the entire research process. In case of the thesis, the context is presented in a coherent way.

8.4 Suggestions for the future research

The purpose of this subchapter is to offer some opportune suggestions for the future research. The research findings of this thesis can be utilized in other studies and works. If someone decides to expand the research concerning BIG BERRY channels, this work can be treated as a starting point. Notably, more interviews can be carried out with the rest of would-be respondents.

Furthermore, if someone gets interested in BIG BERRY and the topic, the authors of this paper are ready to help potential writers and propose feasible research questions that will benefit the company:

- What story should be told in the YouTube social network? What is the content strategy for the YouTube channel in order to attract more followers?
- How to promote BIG BERRY's concept of franchising the social media networks?
- What influencers should be invited for future cooperation in order to promote social media channels?
- What kind of ideas should be created in pursue of connecting traditional and digital ways of marketing?
- What digital channels does the company have? What content should be produced there?
- What other BIG BERRY locations exist? What do they have in common? What is unique for each location?
- What storytelling canvases exist? Which canvas can BIG BERRY apply?

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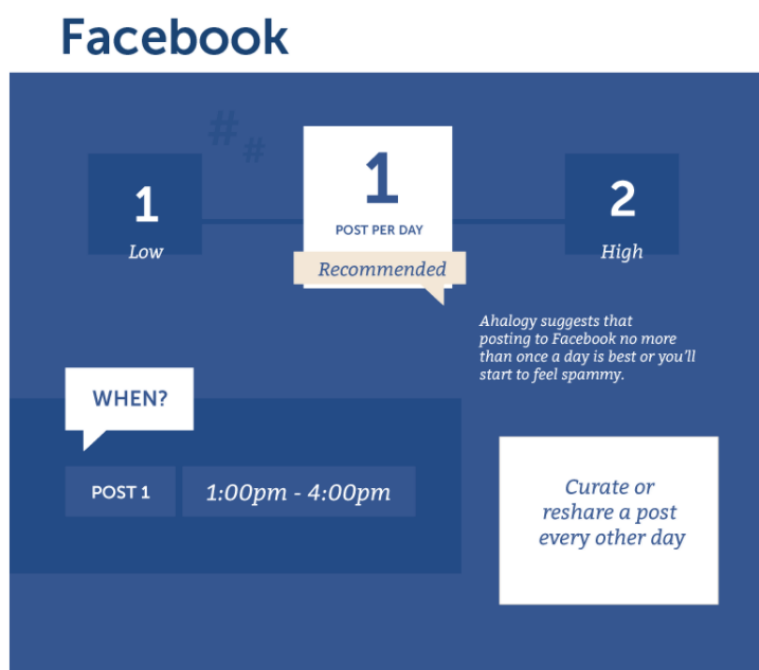
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APPENDICES

APPENDIX 1 (1).

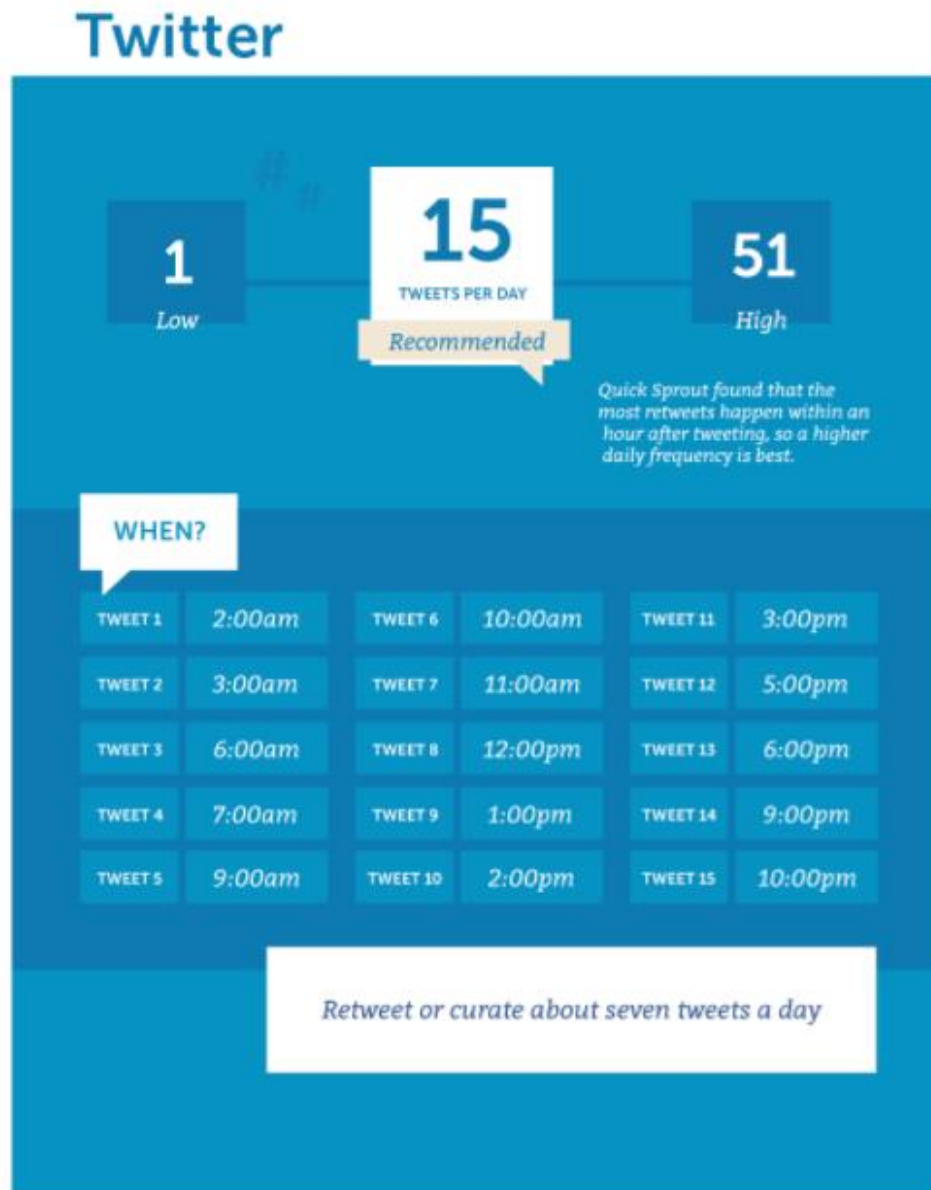
Publication time for Facebook, Instagram, and Twitter.



[Continues]

APPENDIX 1 (2).

Publication time for Facebook, Instagram, and Twitter.



APPENDIX 2.**List of questions for the semi-structured interview with the project coordinator.**

Question 1: Could you briefly introduce the BIG BERRY's company business model and its history?

Question 2: What is the primarily goal? When and by whom the company was established?

Question 3: What are the main company's activities?

Question 4: What are the main offers of BIG BERRY?

Question 5: What destination there exist at this moment and what are the future plans for expanding?

Question 6: Who are the target customers of the destination: Slovenia (Kolpa)?

Question 7: List all existing social media networks and briefly explain why you have chosen these particular channels for promotion?

Question 8: What kind of story does the company represent behind all social media channels?

Question 9: Could you briefly introduce content strategy that was applied during the first season? (summer 2016) When the campaign had started?

Question 10: What is the current content strategy for social media channels?

Question 11: What are the most successful social media channels?

Question 12: What could you tell about content strategy for the future season (2017)? How it will differ from previous year?

Question 13: What are the future company's plans?

APPENDIX 3 (1).

Transcript of the interview with the project coordinator.

Question 1: Could you briefly introduce the BIG BERRY's company business model and its history?

Respondent A: BIG BERRY is an innovative Slovenian product of a construction company called Hosekra, from Hosekra Group which is in construction business for already 25 years. Hosekra is building roofs, garages, noise barriers and recently mobile houses. Among different types of prefabricated houses, Hosekra's BIG BERRY houses stand out the most as the only high quality, luxury concept of moveable homes.

Question 2: What is the primarily goal? When and by whom the company was established?

Respondent A: The goal of new business model of Hosekra company aims to connect luxury with nature. As being long in the construction business, Hosekra saw the opportunity that nobody still seized. They managed to build fully furnished and high quality house that can be placed anywhere and without construction permit. 34m² house + 12m² of connected terrace creates perfect model for leisure, outdoor relaxation, connectivity with nature but also comfort, living and long-term stay. The model was implemented in the niche of tourism where it soon became a hit. The newest model of prefabricated homes started its promotion on Slovenian ground in tourist site of former campsite Primostek. First BIG BERRY site opened doors on April 28th 2016 as a showcase of new concept of prefabricated homes which grew into unique franchise.

Question 3: What are the main company's activities?

Respondent A: Company Hosekra is a construction company that mainly produces roofs, garages, noise barriers etc. and recently prefabricated and modular houses. With introduction of BIG BERRY homes, Hosekra company became more involved into marketing and promotional activities to keep up with world trends and to push the story outside of Slovenian borders.

[Continues]

APPENDIX 3 (2).

Transcript of the interview with the project coordinator.

Question 4: What are the main offers of BIG BERRY?

Respondent A: BIG BERRY Offers genuine living experience entirely integrated into authentic local environment. BB works for the well-being of tourists, local entrepreneurs and just regular people who want to establish unique home in the location of their dreams.

Question 5: What destination there exist at this moment and what are the future plans for expanding?

Respondent A: First location was Kolpa River in Slovenia. Soon after, the concept spread to locations where the house has been already placed but had not accepted BB living concept, such as Klagenfurt, Austria and Mamaia beach Romania. With those, in 2017 BB is richer in 3 locations more: Bled, Ptuj, Celje in Slovenia and Salzburg, Austria. Currently, Greece and Croatia are under negotiations.

*Additional question (appeared during the interview): Who are the strongest competitors in this field of business?

Respondent A: There are many competitors in the field of mobile housing, especially in Slovenia. But this fact should not be taken so literally, because each of the companies have pros/ cons. Whether we are talking about quality, purpose, design or legal permits, it is a matter of completely different set of elements that make a product what it is.

Question 6: Who are the target customers of the destination: Slovenia (Kolpa)?

Respondent A: We do not target specific nationalities, age groups or standards, we offer unique experience that is custom to everyone's needs. BB experience can be for dynamic weekend, relaxed vacation, adventures...anyone and anything.

[Continues]

APPENDIX 3 (3).

Transcript of the interview with the project coordinator.

Question 7: List all existing social media networks and briefly explain why you have chosen these particular channels for promotion?

Respondent A: We have every valuable SM platform, because we wanted boom marketing. We wanted to go out in the world quickly and massively. We manage FB, Instagram, Twitter, Pinterest, Flickr, Tumblr, VK, YouTube, LinkedIn, Medium...but of course that we focus the most on main platforms such as FB and Instagram.

Question 8: What kind of story does the company represent behind all social media channels?

Respondent A: Every SM has its own target audience. Mainly we bring out the story of unique touristic offer and experience but for example, LinkedIn we use to connect with partners in architecture, hospitality, journalism etc. So for that audience we need to create completely different content.

Question 9: Could you briefly introduce content strategy that was applied during the first season? (summer 2016) When the campaign had started?

Respondent A: Content strategy was mainly focused on quantity to document as many things as possible. How the time went by and we started managing so many platforms, we began to develop strategy how to connect stories on all media channels in order for our followers to understand what our message was. Throughout the season our strategy changed drastically and we changed focus lots of times. While being present on all platforms we were struggling with establishment of the brand and its identity online. After 2-3 months we began from the very beginning, we changed elevator pitch, set up posting schedule and connected stories on different platforms.

Question 10: What is the current content strategy for social media channels?

[Continues]

APPENDIX 3 (4).**Transcript of the interview with the project coordinator.**

Respondent A: We are focused on brand awareness. We are developing campaigns that would be attractive but to fully reflect what BB is and represents.

Question 11: What are the most successful social media channels?

Respondent A: The main ones on which we are focused the most, FB and Instagram, but also Twitter because it is very easy to be followed on that channel as it is highly dynamic and responsive.

Question 12: What could you tell about content strategy for the future season (2017)? How it will differ from previous year?

Respondent A: It will be definitely more specified and target focused. We gathered now lots of information about each target groups that follow us so we can develop custom content and aim to ones that we want. But we continue with experiments and unique campaigns that will separate us and differ us from competition.

Question 13: What are the future company's plans?

Respondent A: Plan is to go global and we are already on the right track. From 1 location in 2016, we cover now 6 new ones and negotiating with many others outside of Slovenia.

*Additional question (appeared during the interview): What difficulties/ risks might company face with in near future?

Respondent A: There are always some difficulties but we are confident because we have great people behind the project who clearly put their heart in what they do. We are sure we will boldly face all challenges and find innovative solution to the problem. We expect to grow bigger in number as we are spreading.

APPENDIX 4.

List of questions for the semi-structured interview with the intern responsible for the Facebook channel.

1. Could you briefly describe current social media strategy for Facebook channel?
2. How do you usually plan the content which will be created/published?
3. What is target audience of Facebook network?
4. Could you tell more about the story, which has been represented behind the channel?
5. Do you connect Facebook to other social media channels? Provide few examples and explain why have you chosen these particular networks to connect with?
6. How is the process of posting content is organized? How often do you publish the content on Facebook?
7. Are there any tools that you use to make the process easier and more efficient?
8. How people are involved into conversation in this social network?
9. How do you measure and control performances? Are there any tools that you are using?
10. What type of content is the most attractive for BIG BERRY's Facebook profile and why?
11. Do you use third-party content?
12. How content is differentiated?
13. What key words do you usually use for publishing content on Facebook?
14. What is the future content strategy for this particular channel?
15. What are the difficulties you deal with while planning, creating, publishing or analysing the content?

APPENDIX 5 (1).**Transcript of the interview with the intern responsible for the Facebook channel.**

Question 1: Could you briefly describe current social media strategy for Facebook channel?

Respondent B: Current strategy is giving information about BIG BERRY concept through daily stories, quotes from our bloggers and promoting region of Bela Krajina and its community.

Question 2: How do you usually plan the content which will be created/published?

Respondent B: Experimenting is the key and we are usually experimenting with ideas we gather through brainstorming with the team.

Question 3: What is target audience of Facebook network?

Respondent B: It is the target group of BIG BERRY generally, but since we have to keep in mind that not all of them are active on FB, we're trying to adjust our content to main audience that is following us and we gather that info through analytics.

Question 4: Could you tell more about the story, which has been represented behind the channel?

Respondent B: Channel is focusing on representing the idea of Experience, Partnership and Franchise through different kinds of contents and approaches.

Question 5: Do you connect Facebook to other social media channels? Provide few examples and explain why have you chosen these particular networks to connect with?

Respondent B: The content published on Facebook is shared manually in other social medias with some modifications: LinkedIn, Instagram.

[Continues]

APPENDIX 5 (2).**Transcript of the interview with the intern responsible for the Facebook channel.**

Question 6: How is the process of posting content is organized? How often do you publish the content on Facebook?

Respondent B: The content is written according to the day theme, which are nine, organised monthly. Normally we publish twice a day.

Question 7: Are there any tools that you use to make the process easier and more efficient?

Respondent B: Only the Schedule tool provide on Facebook.

Question 8: How people are involved into conversation in this social network?

Respondent B: We have only a few interaction on our FB page, which is more frequent via messenger.

Question 9: How do you measure and control performances? Are there any tools that you are using?

Respondent B: We measure and control performances with Facebook Insights.

*Additional question (appeared during the interview): How often?

Respondent B: In a weekly basis.

Question 10: What type of content is the most attractive for BIG BERRY's Facebook profile and why?

Respondent B: Generally, content that gives some values for our audience, with real people and nature is something that catch most attention, especially if it's in a form of a video.

Question 11: Do you use third-party content?

[Continues]

APPENDIX 5 (3).**Transcript of the interview with the intern responsible for the Facebook channel.**

Respondent B: Sometimes we use third-party pictures and quotes.

Question 12: How content is differentiated?

Respondent B: We have at least four types of content: Video, Stories (longer posts), Pictures with quotes and advertising.

Question 13: What key words do you usually use for publishing content on Facebook?

Respondent B: Not many keywords used while posting, however, there are certain hashtags, used more frequently, which are #enjoy, #fun, # trip, #travel, #holidays, #relax.

Question 14: What is the future content strategy for this particular channel?

Respondent B: When we open the season in BIG BERRY, we'll focus more on live happenings on site which will give our audience chance to 'be in touch' with everything that's going on in the resort. Also we're going to develop different strategies connected with our partners.

Question 15: What are the difficulties you deal with while planning, creating, publishing or analysing the content?

Respondent B: There are no difficulties since we have everything predetermined and planned, being necessary only following the master plan. Although, we consider as an issue that our audience is still a bit passive in engagement so creating and experimenting with new content is something we consider as priority.

APPENDIX 6.

List of questions for the semi-structured interview with the intern responsible for the Twitter channel.

1. Could you briefly describe current social media strategy for Twitter channel?
2. How do you usually plan the content which will be created/published?
3. What is target audience of Twitter network?
4. Could you tell more about the story, which has been represented behind the channel?
5. Do you connect Twitter to other social media channels? Provide few examples and explain why have you chosen these particular networks to connect with?
6. How is the process of posting content is organized? How often do you publish the content on Twitter?
7. Are there any tools that you use to make the process easier and more efficient?
8. How people are involved into conversation in this social network?
9. How do you measure and control performances?
10. What types of content is the most suitable/attractive for BIG BERRY's Twitter profile and why?
11. Do you use third-party content?
12. How content is differentiated?
13. What key words do you usually use for publishing content on Twitter?
14. What is the future content strategy for this particular channel?
15. What are the difficulties you deal with while planning, creating, publishing or analysing the content?

APPENDIX 7 (1).**Transcript of the interview with the intern responsible for the Twitter channel.**

Question 1: Could you briefly describe current social media strategy for Twitter channel?

Respondent D: I follow the statistics. I have a look on them 2 times per week and keep an eye on what posts are mostly liked by the users. I have been working on the Twitter channel for a month now and have some observations, f.i. that frequently a single picture can be the difference between a very good post and one with no rating whatsoever.

Question 2: How do you usually plan the content which will be created/published?

Respondent D: I follow the statistics here as well. If, let's say, I see that a post related to our activities is pretty good on ratings, I post a similar one. Usually I am led by the public's view and keep track on what they prefer to see in their newsfeed.

Question 3: What is target audience of Twitter network?

Respondent D: Twitter is the busiest platform on Big Berry. This is due to the fact that it serves as a connection between us and our non-European visitors, Relevantly, there is not a single day that we do not have at least 5-6 posts on the platform. Usually the schedule is also divided gradually, and the hours as well. For instance: I have a post that will be published at 2 AM, CET. And while someone from Europe might see it late or not notice it at all, in New York it is 8 AM. It is usually the time when everyone checks on their phones before starting the working day. So the chance they see it is pretty high.

Question 4: Could you tell more about the story, which has been represented behind the channel?

[Continues]

APPENDIX 7 (2).**Transcript of the interview with the intern responsible for the Twitter channel.**

Respondent D: Keeping the people interested. We try to follow what they like and present such posts, in order to boost the followers number. Big Berry has a lot to offer but focusing on many international markets and analysing them takes time.

Question 5: Do you connect Twitter to other social media channels? Provide few examples and explain why have you chosen these particular networks to connect with?

Respondent D: Yes, mainly Instagram and on not so “intense” level - Facebook. The reason lies within the fact that Instagram uses the same base as Twitter does - hashtags. With them it gets a lot easier to connect the posts and make it easier for our followers to track the progress as well. Facebook comes into play mainly due to its large public. It is the most usable social media platform, which is accountable for the entire market.

Question 6: How is the process of posting content is organized? How often do you publish the content on Twitter?

Respondent D: Every day. As explained on question 3, the posting schedule is gradually and relatively organized so that we reach the entire target market we aiming for.

Question 7: Are there any tools that you use to make the process easier and more efficient?

Respondent D: I use Buffer. It is a sub-social media platform, which also helps for statistics and scheduling posts.

Question 8: How people are involved into conversation in this social network?

[Continues]

APPENDIX 7 (3).**Transcript of the interview with the intern responsible for the Twitter channel.**

Respondent D: I make sure to involve them in the posts as much as possible. When it comes to bloggers, often I quote them and tag them in the quote I post. Therefore, not only they see it, but their followers as well.

*Additional question (appeared during the interview): Could you give an example?

Respondent D: Other times, when the content is pretty general, I end it up with a question. F.i. : “Are you also drooling over this pogaca as I am?” and so on.

Question 9: How do you measure and control performances?

Respondent D: Via statistics.

Question 10: What types of content is the most suitable/attractive for BIG BERRY’s Twitter profile and why?

Respondent D: Describing what being on a holiday at Big Berry is. It gives a separate perception for each individual. Also, people are able to get into this decision-making process for visiting us.

Question 11: Do you use third-party content?

Respondent D: Yes, I do. Usually those posts are still related to the tourism sphere - travelling, resting, etc. I do though keep track of stuff like BuzzFeed’s quizzes. Sometimes they do have pretty cool ones, like “Find out what matters the most for you when on holiday”. People are curious on such things and it’s helpful for collecting likes and comments.

Question 12: How content is differentiated?

[Continues]

APPENDIX 7 (4).**Transcript of the interview with the intern responsible for the Twitter channel.**

Respondent D: We have got a few hashtags, which serve as separable tool. #bbdestinations, #bbexperience, #bbhouses, #bbactivities, #bbteam, #bbpartners. Those hashtags categorize the posts and make it easier for everyone to differentiate.

Question 13: What keywords do you usually use for publishing content on Twitter?

Respondent D: The hashtags from above as well as the most trendy hashtags for the day on the platform.

Question 14: What is the future content strategy for this particular channel?

Respondent D: We are about to launch a couple of new marketing campaigns about Big Berry, since the season is right around the corner. The platform will be busy mainly with that, but it won't be limited to it.

Question 15: What are the difficulties you deal with while planning, creating, publishing or analysing the content?

Respondent D: There are lots of posts to be published every single day and sometimes I feel like I have run out of ideas. I try my best not to be repetitive but it is inevitable, after all, the content is limited to a single market field.

APPENDIX 8.**List of questions for the semi-structured interview with the intern responsible for the Instagram channel.**

1. Could you briefly describe current social media strategy for Instagram channel?
2. How do you usually plan the content which will be created/published?
3. What is target audience of Instagram network?
4. Could you tell more about the story, which has been represented behind the channel?
5. Do you connect Instagram to other social media channels?
6. How often do you publish the content on Facebook?
7. Are there any tools that you use to make the process easier and more efficient?
8. How people are involved into conversation in this social network?
9. How do you measure and control performances?
10. What types of content is the most suitable/attractive for BIG BERRY's Instagram profile and why?
11. Do you use third-party content?
12. How content is differentiated?
13. What key words do you usually use for publishing content on Instagram?
14. What is the future content strategy for this particular channel?
15. What are the difficulties you deal with while planning, creating, publishing or analysing the content?

APPENDIX 9 (1).**Transcript of the interview with the intern responsible for the Instagram channel.**

Question 1: Could you briefly describe current social media strategy for Instagram channel?

Respondent C: Current strategy for BIG BERRY Instagram is to publish 2 posts per day. Both posts are related to the one of the 9 stories which include BIG BERRY Activities, Experience, Trips, Destinations, Bloggers, Franchise, Houses, Partners and Team. First post is usually scheduled around 11 a.m. and its content includes photo and short text or a quote with educational, informational or inspirational message, that is related to the theme story of the day. The second post is scheduled around 10 p.m. and is also related to the story of the day, and usually are being posted BIG BERRY quotes with specific and recognizable visuals, photos related to berry_tale, Workation, Royal partner cards or other currently active campaign that we want to promote.

*Additional question (appeared during the interview): What is the reason?

Respondent C: The aim is to promote BIG BERRY brand and its activities through posted content and to raise awareness of it. Also, BIG BERRY is trying to be recognizable, but not boring, so we are all the time trying to make improvements and changes, but yet stay true to the origins of the brand.

Question 2: How do you usually plan the content which will be created/published?

Respondent C: The content is usually planned on a weekly basis, in advance, so it could be organized in a way that the posts don't repeat and that the order of the posts are connected and make sense. The main guideline is the theme of the story which changes every day and is the same for all BIG BERRY social media platforms.

Question 3: What is target audience of Instagram network?

[Continues]

APPENDIX 9 (2).**Transcript of the interview with the intern responsible for the Instagram channel.**

Respondent C: Target audience on BIG BERRY Instagram is diverse. Age range is not strictly defined, but we try to attract people that are interested in this kind of luxury vacation and the content that we offer. Mostly we try to focus on travellers and travel bloggers from all around world by introducing our content and activities. Also, we try to show the 'bigger picture' by providing information about the area and all the possibilities. As our offer and content changes, also the audience is expanding. Since this kind of project is quite new and unique, we are trying to appeal new people of all categories because we believe that what we offer is suitable for a bigger range of different people. Also, we are aware that the optimization of the target group is necessary, so we are still working on it from day to day as we grow.

Question 4: Could you tell more about the story, which has been represented behind the channel?

Respondent C: BIG BERRY is a genuine living experience entirely integrated into authentic local environment. BIG BERRY Experience offers a dynamic accommodation concept that perfectly combines the need to live in harmony with nature and the comfort of the modern home. Also, BIG BERRY offers a lot of different activities, trips and local experience while staying there. Story behind the channel is growing and expanding constantly, trying to integrate new ideas into actions. The aim is to introduce BIG BERRY to people in an interesting way through interactive campaigns and projects such as berry_tale (which includes a BIG BERRY badge travelling around the world). We are trying to keep our social media channels up to date, in order to transfer authentic ideas, introduce them and have time to sum up the feedbacks.

Question 5: Do you connect Instagram to other social media channels?

[Continues]

APPENDIX 9 (3).**Transcript of the interview with the intern responsible for the Instagram channel.**

Respondent C: The content shared on Instagram is connected with Facebook and Twitter.

*Additional question (appeared during the interview): Provide few examples and explain why have you chosen these particular networks to connect with.

Respondent C: Like said above, there are 9 BIG BERRY stories that are being changed every day and the content on mentioned social media platforms is related to the stories. One (usually first) posts per day is posted on Instagram and Facebook with the same content.

Question 6: How often do you publish the content on Instagram?

Respondent C: Content on Instagram is usually posted 2-3 times per day. First post is around 8 a.m., second around 4-5 p.m. and the third around 8 p.m.

Question 7: Are there any tools that you use to make the process easier and more efficient?

Respondent C: For Instagram reports we use Gabstats and for increasing interaction on Instagram we use Instagress.

Question 8: How people are involved into conversation in this social network?

Respondent C: People are involved through likes, comments on the posts, reposting or through private messages.

Question 9: How do you measure and control performances? Are there any tools that you are using?

[Continues]

APPENDIX 9 (4).**Transcript of the interview with the intern responsible for the Instagram channel.**

Respondent C: Performance is measured by insights on Instagram and through statistics and information gathered through Gabstats application. Reports are done on a weekly basis. Instagress application is also used to control performances and as a helping tool.

Question 10: What type of content is the most attractive for BIG BERRY's Instagram profile and why?

Respondent C: The most attractive content for BIG BERRY'S Instagram profile so far turned out to be interactive posts about BIG BERRY activities with fun facts and nice photos of the nature and outdoor activities.

Question 11: Do you use third-party content?

Respondent C: Sometimes the quotes and photos of travel bloggers are being used, but mostly content is BIG BERRY's.

Question 12: How content is differentiated?

Respondent C: Content is differentiated in a way that it contains a variety of posts that describe activities and themes in order to represent and cover all that BIG BERRY has to offer. The content is represented with a unique concept of the 9 stories which sum up the BIG BERRY experience. Also, we are trying to represent new campaigns through unique graphicly designed photos, like Royal cards which promote our partners. Berry-_tale campaign is also unique way to represent BIG BERRY through the photos and stories of the badge named B who is travelling the world.

Question 13: What key words do you usually use for publishing content on Instagram?

[Continues]

APPENDIX 9 (5).**Transcript of the interview with the intern responsible for the Instagram channel.**

Respondent C: Key words vary from the post and content that is related to the post. But the most usual key words used are: travelling, luxury of freedom, discover, experience, destinations, tourism, Slovenia, relax, vacation, team, luxury, activities, BIG BERRY, bloggers, trips, houses, franchise, partners

Question 14: What is the future content strategy for this particular channel?

Respondent C: The future content strategy is probably going to change a little bit because of the upcoming season, new activities, projects and guests. For now, the plan is to introduce BIG BERRY's new projects, locations and campaigns. The aim is to keep people updated and intrigued by posting unique and interesting content. Also, the plan is to maybe increase the number of posts during the season, and also include Instagram Stories as a content that will update and follow everyday life at BIG BERRY.

Question 15: What are the difficulties you deal with while planning, creating, publishing or analysing the content?

Respondent C: Some of the difficulties while creating a good content is how to be authentic as a brand and yet keep people interested in our content. Also, when introducing some of the new campaigns or posting photos of new graphic and visuals, the time is needed for people to get to know the idea behind it. Since we offer diverse content, it is not easy to filter the target audience. The difficulties also appear when it comes to downsizing the text and the description of the post, because the text shouldn't be too long, but short, interesting and yet providing enough information about the content so the followers are eager to read it and stay interested.

APPENDIX 10 (1).**List of questions for the questionnaire.**

Question 1: Your gender * (Required)

Options:

- Male
- Female

Question 2: Your Age * (Required)

Options: Free answer

Question 3: Your Location * (Required)

Options: Free answer

Question 4: Please, mark social media channels, where you have registered. *

(Required) You can choose more than one option.

Options:

- Facebook
- Twitter
- Instagram
- VK.com
- Pinterest
- Flickr
- Tumblr
- LinkedIn
- YouTube
- Other: _

Question 5: What social media channel do you follow the most proactively on a daily basis? * (Required)

[Continues]

APPENDIX 10 (2).**List of questions for the questionnaire.**

Options:

- Facebook
- Twitter
- Instagram
- VK.com
- Pinterest
- Flickr
- Tumblr
- LinkedIn
- YouTube

Question 6: How do you usually spend time in social media? * (Required)

You can choose up to three options.

Options:

- Chatting with friends
- Posting personal content (e.g. photos, videos, text posts)
- Checking public community posts
- Participating in discussions
- Resting (e.g. playing games, listening music, watching movies)
- Reading news
- Searching for updates of famous brands, bloggers, businesses
- Educating yourself
- Other: _

Question 7: What type of content do you find the most attractive in social media? * (Required)

You can choose up to three options.

[Continues]

APPENDIX 10 (2).**List of questions for the questionnaire.**

Options:

- Images
- Memes
- Videos
- Infographics
- Blog posts/ Articles
- Stories of the day
- Quotes
- Livestreams
- Other: _

Question 8: What content do you find the most interesting? * (Required)

You can choose up to three options.

Options:

- Entertainment (e.g. memes, viral videos, comics, funny stories, puzzles)
- Inspiration (e.g. quotes, amazing facts, personal stories)
- Conversation (e.g. poll, forums, ability to have a conversation)
- Connection (e.g. product reviews, learning more about some brands you like)
- Promotion (e.g. getting discounts, competitions, webinars)
- Educational (e.g. case studies, free resources, tips, video trainings)

Question 9: Do you usually trust the content you find in social media? *

(Required)

Options:

- Yes
- No

[Continues]

APPENDIX 10 (3).**List of questions for the questionnaire.**

Question 10: Do you usually trust the content published by famous bloggers and celebrities? * (Required)

Options:

- Yes
- No

Question 11: Give an example of the most popular blogger/video blogger/celebrity in social media channels.

Options: Open question

Question 12: Give an example of the most popular current Internet trend.

Options: Open Question

APPENDIX 11 (1).**Questionnaire results in the table.**

<i>Theme of the question</i>	<i>Responds to the survey</i>
<i>Participant's gender</i>	75,9% (110) participants were female and 24,1% (35) male.
<i>Participant's age</i>	Under 18 (6); 18-20 (61); the biggest number of responses from 21 years old people (33); 22-27 (36); 29-37 (4); 43-45 (4); 67 (1).
<i>Participant's location</i>	Russia (72); Estonia (38); Finland (9); Germany (4); No response (1); Other countries (21).
<i>Social media networks, where participants have registered</i>	Facebook 91,7% (133); Instagram and VK.com are equally 82,8% (120); YouTube 79,3% (115); Twitter 49% (71); LinkedIn 43,4% (63); Pinterest 33,1% (48); Tumblr 19,3% (28); Flickr 8,3% (12); Others, such as Snapchat (3), Google + (2), Mail.ru (1), Twitch (1), WhatsApp (1).
<i>Social media used in a daily basis</i>	Vk.com 79,7% (42); Facebook 20,7% (30); Instagram 19,3% (28); YouTube 6,2%; LinkedIn 2,8% (4); Tumblr (1); Twitter (1); Pinterest (0); Flickr (0).
<i>How respondents spend time in social media</i>	107 respondents prefer spending their time while chatting with their friends. Checking public community posts (83); Reading news (75); Resting (45); Posting personal content (40); Educating themselves (26); Searching for updates of famous brands (9); Participating in discussions (6); Other: Working (1); Business (1); Managing public communities (1).

[Continues]

APPENDIX 11 (2).**Questionnaire results in the table.**

<i>The most attractive type of content for participants</i>	93 respondents prefer images the most. Blog posts articles (76); Videos (74); Memes (49); Story of the day (30); Infographics (18); Quotes (8); Livestreams (8); Other: music (3); news (1).
<i>What content thematic participants find the most interesting</i>	96 of respondents prefer entertainment content; 83 people enjoy inspirational content; 82 chose educational. Connection with companies (33); having a conversation (28); promotional content is least popular among respondents (11).
<i>Participant's trust to social media</i>	50,3% of participants do not trust and 49,7% trust social media content.
<i>Participant's trust to famous bloggers</i>	51% of respondents trust famous bloggers and 49% do not trust them.
<i>Example of famous blogger/ video blogger in social media (94 responds)</i>	PewDiePie; Casey Neistat (3); Zoella, Joe Sugg; EeOneGuy; Tyler Oakley (2); BadComedian; Olga Buzova; Caspar Lee; Alex Ren; Donald Trump; Nastya Ivleeva; Mari Novosad; Johnny Depp; Dan Bilzerlan; Ella Dvornik; Lele Pons; Kim Kardashian; Pakalu Papilto; Kate Clapp; Beyonce; Magee Santoro; WIINE; Estonianna; Zoe Sugg; Amanda Cerny; Blanka Balti; Stefano Gabanna; Janni deler; H3H3; Oblomoff; Alexander Tikhomirov; 9gag; Gary Vaynerchuk; Lil Kleine; DirtyBiology; Guardian; Logan Paul (2); Kylie Jenner; John Green; Hank Green; The Tunisian girl; Anna Akana; AlphaM; Big Russian Boss; No response (4).

[Continues]

APPENDIX 11 (3).**Questionnaire results in the table.**

<i>Example of popular current trends (84 responds)</i>	Memes (11); Cats and dogs (3); Vines (4); Viral Challenges (2); Fitness (2), Healthy Lifestyle (2); How to be feminine and beautiful (1); Music and parodies (6); Vlogs (5); News (1); Photos of food (2) ; Story of the day (6); YouTube (2); Dabbing (2); Selfie (1); Advertising (1); BuzzFeed (1); Entrepreneurship (1); Gif Animation (3); Fashion (3); No response (7).
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APPENDIX 12.**The BIG BERRY Facebook account.**

BIG BERRY
@bigberry.eu

Home
About
Photos
Email Signup
Events
Reviews
Videos
Instagram
YouTube
Posts
Pinterest
Twitter
Notes
Community
[Create a Page](#)

Company in Gradac, Slovenia
5.0 ★★★★★ · Always Open

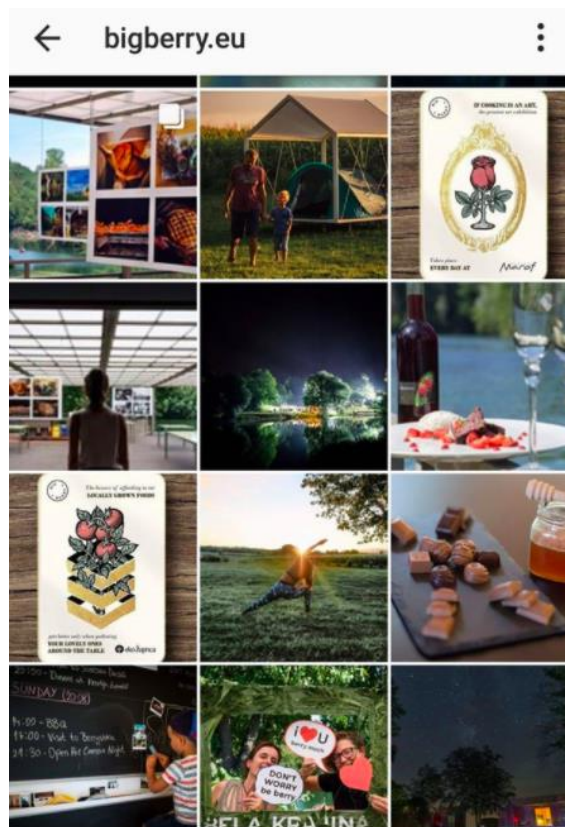
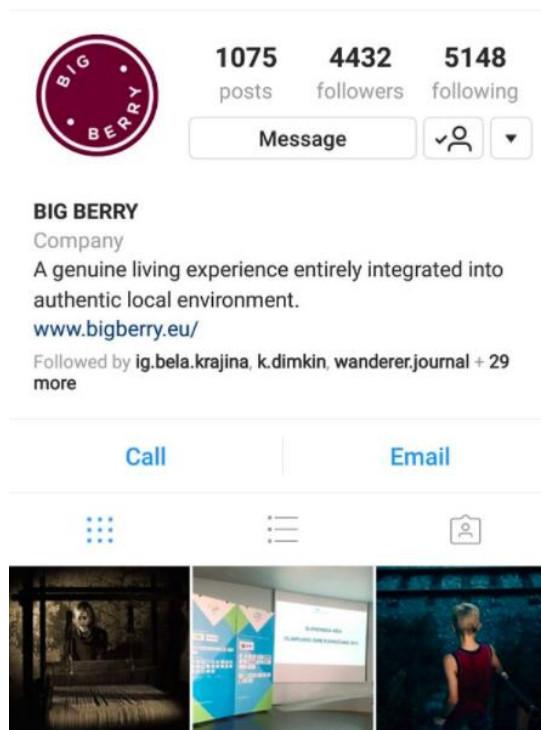
Community [See All](#)

[Invite your friends to like this Page](#)
4,203 people like this
4,199 people follow this
Ana Spark and 67 other friends like this or have checked in

About [See All](#)

APPENDIX 13.

The BIG BERRY Instagram account.



APPENDIX 14.

The BIG BERRY Twitter account.



BIG BERRY
@bigberry_eu

A genuine living experience entirely integrated into authentic local environment! Enjoy the luxury of freedom! Visit us in Slovenia, Austria, Romania and more..

📍 Slovenia - EU bigberry.eu

1 710 Seurattavat 1 865 Seuraajat

Twiitit Twiitit ja vastaukset Media Tykkäy

📌 Kiinnitetty twiitti

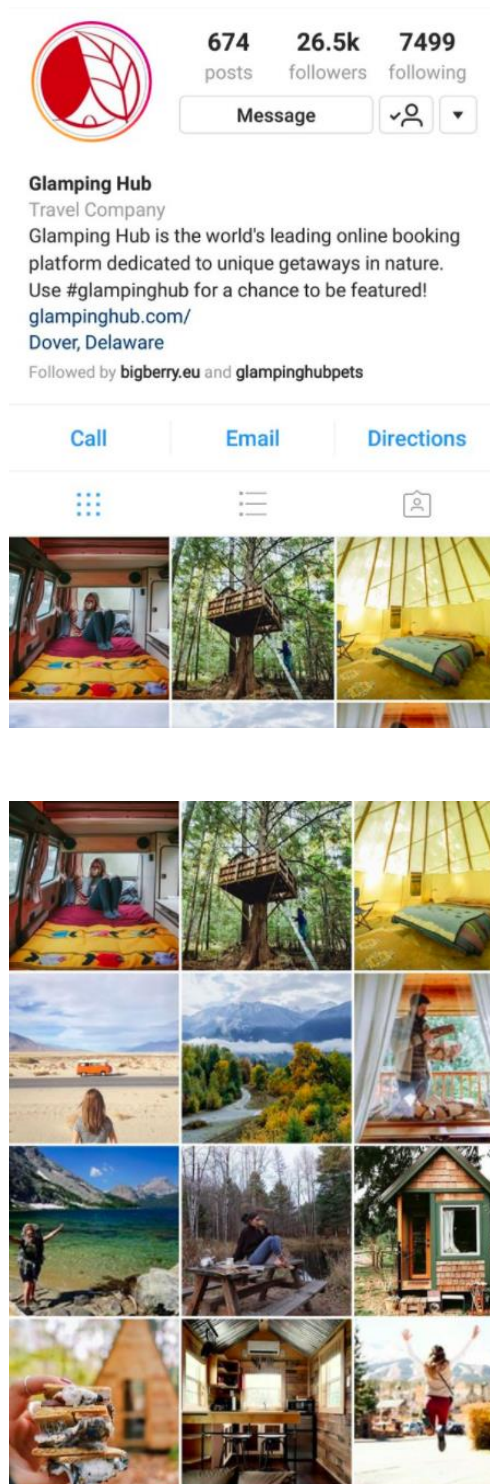
BIG BERRY @big... · 17. syyskuuta 16
Big Berry resort is a combination of enchanting [#nature](#) and delicate [#design](#), for your authentic [#local](#) experience

APPENDIX 15.**The Glamping Hub Facebook account.**

The screenshot displays the Facebook profile of Glamping Hub. On the left, a navigation menu lists options: Home, About, Photos, Videos, Glamping Hub's Instagram, Glamping Hub's Twitter, Glamping Hub's Pinterest, Glamping Hub's Google+, Posts, Events, Community, and a green 'Create a Page' button. The main content area at the top shows the profile picture (a red stylized leaf logo), the name 'Glamping Hub', and the handle '@glampinghub'. Below this is a video player with a play button. Under the video are buttons for 'Like', 'Follow', 'Share', and 'Book Now', along with a 'Message' button. The status section shows a prompt to 'Write something on this Page...'. Below the status is a 'Photos' section with a large image of a woman wearing sunglasses. The right sidebar contains a badge for 'Travel Company in San Francisco, California' with the text 'Always Open', and an 'ABOUT GLAMPING HUB' section with the text: 'Glamping Hub We are dedicated to providing our guests with unique, accommodations in nature. See More'.

APPENDIX 16 (1).

The Glamping Hub Instagram account.



[Continues]

APPENDIX 16 (2).

The Glamping Hub Instagram account.



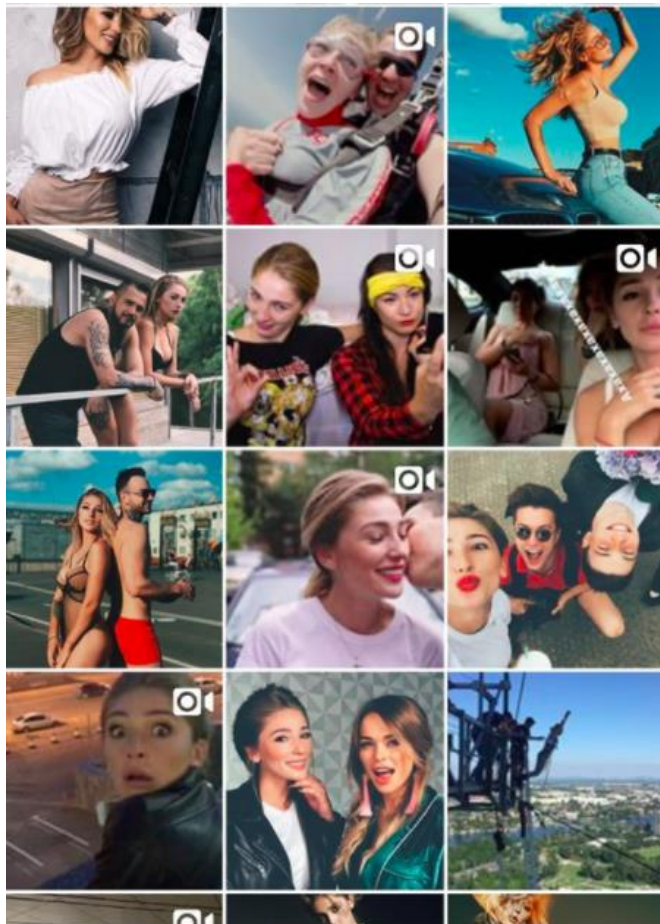
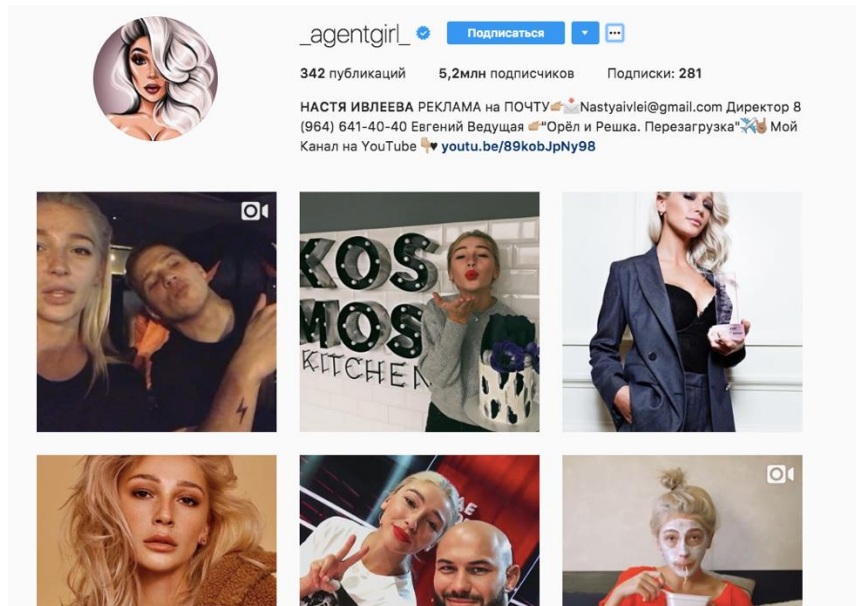
APPENDIX 17.

The Glamping Hub Twitter account.



APPENDIX 18.

Nastya Ivleeva's Instagram account.



APPENDIX 19.**PDF Book for the commissioning party.**

Hyperlink to the book:

<https://www.yumpu.com/en/document/view/59566291/tacticalplanbigberry>